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AMERICAN
LUMBERMEN

AMERICAN LUMBERMEN

THE PERSONAL HISTORY
AND PUBLIC AND BUSINESS ACHIEVEMENTS
OF
ONE HUNDRED EMINENT LUMBERMEN
OF THE UNITED STATES

THIRD SERIES

CHICAGO:
THE AMERICAN LUMBERMAN
1906

THE
AMERICAN
LUMBERMAN

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CHICAGO



FOR more than a century the manufacture of lumber was the foremost industry of America. Until the last decade it employed more men and capital and produced more wealth than any other pursuit. The development of this industry and the achievement of this distinction required the energy of men of brain and brawn and the direction of men of exceptional ability and courage.

Life histories of some of the men, living and dead, whose initiative and executive ability, whose prophetic vision and practical wisdom, made them and their calling great, are assembled in this volume. These are the biographies either of pioneers or of the successors of pioneers, of men of yesterday or men of today. Many of them are still young and have a future to account for; but all have proved their worth. Some won additional distinction in other walks of life, public or private, and thus contributed not only to the

history of the lumber industry, but also to the history of the nation.

These are biographies of men who recognized and utilized opportunity. Some of these men were pioneers in settlement and development; many were the sons of fathers who helped to clear the land for settlement. They breathed the breath of the forest and learned its secrets and possibilities.

The face of history is turned ever toward the West, and so the lumber industry of the United States and Canada has followed the pathway of the sun. One time the sash saw tugged slowly at the eastern fringe of a forest that seemed impenetrable and inexhaustible; now the mammoth mill mingles its song with the music of the surf rolling in from the Pacific.

In this westward march each progressive step has brought forth the pioneer; and, as the industry has moved onward, there have appeared the men able to maintain, direct and preserve to the

nation the stream of wealth set flowing by the ax of the first woodsman.

It was inherent ability and not wealth that made these lumbermen worthy of this recognition. As one reads the history of their lives he finds that most of them at the outset of their careers were of little means and sometimes of limited education; but while mints make money and books make learning, God makes men.

This volume will be found a record of man-making rather than money-making or scholar-making. Herein will be found men of strong constitution, of mental and physical endurance, of steadiness under adversity, of energy, ambition and determination. What men are, rather than what they do, is vital. Theirs was and is a great industry; but greater than the forests they conquered and better than the wealth they earned is the good they contributed to our national life.

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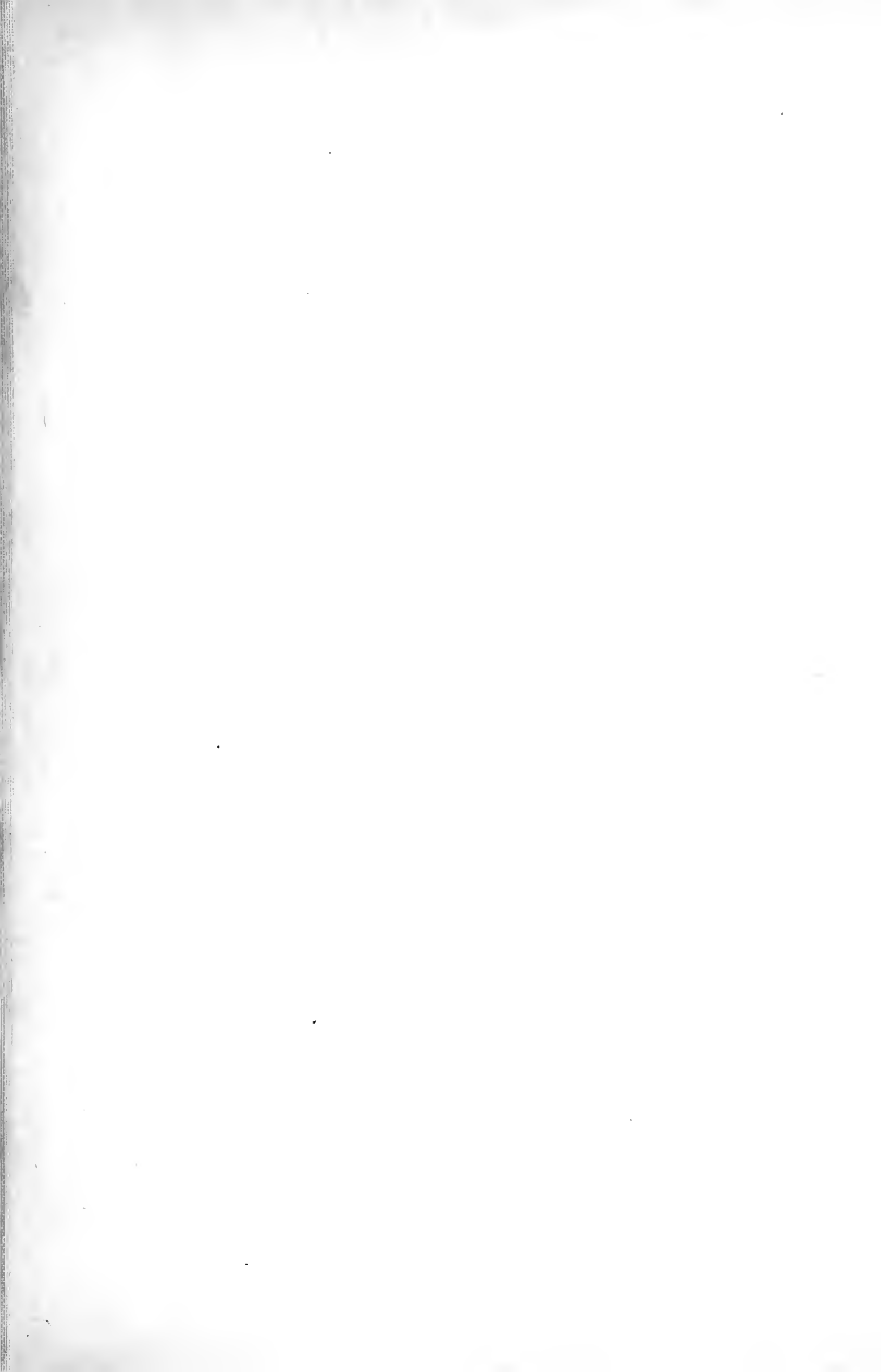
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Chauncey W. Wright

No leisure is given to the achievements of industry in the Northwest. The great driving force of the men to whom the development of the mighty Northwest is due. Although the scene which is the result of the energy of man in this development of movements, industrial and otherwise, there are stand head and shoulders above others, as peaks tower above the rest of the range. Among them, coming out prominently in the timber industry of the Northwest is to be mentioned Chauncey Wright of Tacoma, Washington.

His birthplace was Tolland, Connecticut, on the Willimantic River. Here have been the family generations, and here, December 31, 1832, Chauncey Wright was born. His ancestors were among the first in America, and his father, Chauncey Griggs, a captain in the War of 1812, a large of the people of Tolland and a member of the legislature of Connecticut many years. His mother's name was Mary and her ancestors were settlers in the Northwest. They traced their descent to the first settlers of the Northwest of King Henry I.

Having received his education in the common schools in 1848, at the age of sixteen, he went to the University of Massachusetts where he clerked for a year. He then went home and became a teacher in the common schools of Massachusetts. He then taught for a year in 1851 and went



CHAUNCEY WRIGHT GRIGGS

Chauncey W. Griggs

No lettered monument could better proclaim a man's achievements than the voices of those great, bustling beehives of industry, the sawmills. All through the vast territory forming the northwestern part of the United States are to be heard these whirring voices of the saws, testifying to the enterprise of the men to whom the country is indebted for the wonderful development of the mighty natural resources of that section. Although the scene which western Washington presents is the result of the energy of many, yet in this development, as in all movements, industrial and otherwise, there are a few men who stand head and shoulders above others, as a few mountain peaks tower above the rest of the range. Among those standing out prominently in the lumber industry of the Pacific Northwest is to be mentioned Chauncey Wright Griggs, of Tacoma, Washington.

His birthplace was Tolland, Connecticut, on the banks of the Willimantic River. Here has been the family seat for four generations, and here, December 31, 1832, Chauncey W. Griggs was born. His ancestors were among the early settlers in America, and his father, Chauncey Griggs, was a captain in the War of 1812, was judge of the probate court at Tolland and a member of the Legislature of Connecticut for many years. His mother's maiden name was Heartie Dimock, and her ancestors, also, were early settlers in the colonies and traced their descent from the Dimocks of England, of the time of King Henry I.

Having received a common school education, young Griggs, in 1848, at the age of sixteen years, went to Birmingham, Ohio, where he clerked in a store. In a short time, however, he went home and finished his education at the Monson Academy of Massachusetts. He then taught school, and in 1851 went

to Detroit, where, for a time, he worked in a bank. Then he moved to Akron, Ohio, in 1853, to engage in mercantile business on his own account. The next year he engaged in the merchandise business in Iowa, and again in Detroit, where he became interested in the furniture business with his brother. Going to St. Paul, Minnesota, in 1856, he operated a supply store and speculated in real estate. At the outbreak of the Civil War, in 1861, in conjunction with other influential men in the community he organized a regiment and Mr. Griggs was mustered in as captain of Company B, of the Third Minnesota Infantry. After a few months spent in pushing supplies through Kentucky and Tennessee Captain Griggs was promoted for gallantry to the rank of major and later of lieutenant-colonel. He participated in the battle of Murfreesboro, and it is recorded that Lieutenant-Colonel Griggs and two company commanders were the only ones to protest against the surrender of the command. The officers spent three months in a Confederate prison before being exchanged, and, upon his release, Lieutenant-Colonel Griggs was made colonel. He reorganized the regiment and in 1863 again went to the front. At Columbus, Kentucky, he was placed in command of his brigade, and he saw service at Forts Henry and Hindman. Later he fought at Vicksburg.

He resigned from the army, broken in health, to build up his shattered business. He located at Chaska, Minnesota, where he engaged in brick-making, contracting and railroad building. In 1869 he returned to St. Paul and, in company with J. J. Hill, now president of the Great Northern Railway Company, organized the firm of Hill, Griggs & Co., which carried on a fuel and transportation business. In 1875 Colonel Griggs formed a partnership with R. W. Johnson and later with United States Senator A. G. Foster. This concern engaged in the transportation and selling of fuel and was the first to take coal to St. Paul. Later, Colonel Griggs organized and operated the Lehigh Coal & Iron Company. He also formed the firm of Griggs, Cooper & Co., a wholesale grocery house

at St. Paul. In 1887 Colonel Griggs closed out his St. Paul coal and iron business and went to Tacoma, Washington, and, with A. G. Foster, who was later United States senator from Washington, Henry Hewitt, Junior, Charles H. Jones and others, formed the St. Paul & Tacoma Lumber Company.

In the following year 80,000 acres and later 20,000 additional acres of timber lands were secured in Pierce County, at the base of Mount Tacoma. A modern mill was built at Tacoma with a daily capacity of between 350,000 and 400,000 feet. Excellent missionary work was done in making known the good qualities of fir, and the wood was introduced into the eastern markets. The growth of the company's volume of business was so rapid that another mill was soon built at Tacoma. This mill was substantially constructed and was so arranged that cedar products could be worked to the best advantage. The plant has a daily capacity of 200,000 feet of lumber and 500,000 shingles and gives the company an output of 150,000,000 feet a year. The company has developed an export as well as an eastern business, and has 4,000 feet of water frontage as part of its facilities for water shipments. The St. Paul & Tacoma Lumber Company has the distinction of having furnished the largest steamer cargo ever loaded on the Pacific Coast, having placed 3,500,000 feet of lumber on the United States transport *Dix* for the United States government in the Philippines. The company does its own logging and has about forty miles of railway in operation.

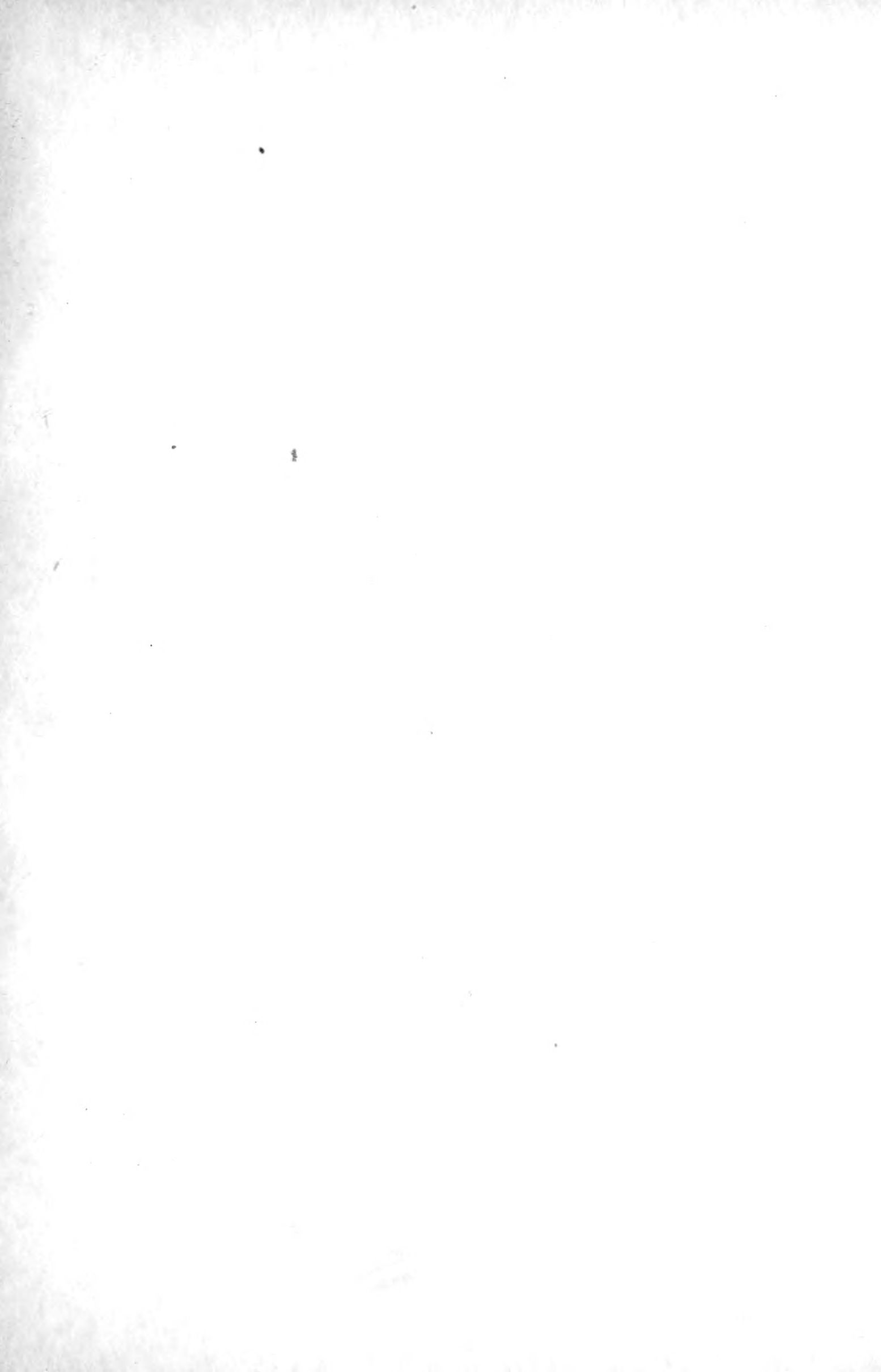
In addition to the lumber business the St. Paul & Tacoma Lumber Company does a large coal mining business under the name of the Wilkinson Coal Company. Nearly all of the land of the lumber company is underlaid with coal of a fine quality. The mines in Pierce County, Washington, thirty miles east of Tacoma, have an output of more than 6,000 tons a day.

The Chehalis & Pacific Land Company is another of Colonel Griggs' organizations, owning 13,000 acres of valuable timber land in the Grays Harbor district. He is the principal owner in the Beaver Dam Lumber Company, of Cumberland, Wis-

consin; is a director of the First and Second National banks, of St. Paul, Minnesota; president of the Fidelity Trust Company, of Tacoma; president of the Settlement Company, an organization to close the affairs of defunct banks; president of the Dry Dock & Foundry Company, of Tacoma, and president of the Pacific Meat Company. He has large holdings in real estate in Minneapolis and St. Paul and is a large investor in lands in the Dakotas, Minnesota and Wisconsin. He operates a line of lumber yards in Washington and California and a wholesale yard in Los Angeles.

Colonel Griggs married Miss Martha Ann Gallup, a native of Ledyard, Connecticut, who comes of an old New England family, in April, 1859. She is a woman of fine qualities and has been active in church and charitable work. They have a family of six children—Chauncey Milton, vice president and manager of Griggs, Cooper & Co., St. Paul; Herbert Stanton, a member of the Washington bar; Heartie Dimock; Everett Gallup; Theodore Wright, and Anna Billings Griggs.

In politics Colonel Griggs is a Democrat; he was twice a member of the Minnesota House of Representatives, three times a senator, and alderman of the city of St. Paul seven times. He was a Democratic candidate for United States senator from Washington in 1889 and 1893.







WILLIAM CARLETON WHEELER

William C. Wheeler

No greater barrier to the world's commercial progress exists than the disinclination of people in every walk of life to depart from a long established custom, or to exploit a new idea in any line. Business men are loath to take hold of an innovation, even though the substitute offered be more desirable than that which it is to supplant. This difficulty confronted the manufacturers of Pacific Coast products and for years hindered the development of the lumber industry of that section. One of the men who encountered and conquered this prejudice against a new product was William Carleton Wheeler, of Tacoma, Washington, when he entered the Lewis and Clark country.

He began his career in the older settled East, continued it in the newer sections of the middle West and became a pioneer in the manufacture of millwork in the far West. His father, Loring Wheeler, was a prominent man of affairs in and about Fitchburg, Massachusetts, being engaged in manufacturing and in farming on a large scale. His mother was Evaline (Bruce) Wheeler, who came of a distinguished colonial family. It was in West Fitchburg that William C. Wheeler was born, July 13, 1841. He was brought up on the farm, and to this fact much of the sturdiness of his character and his self-reliance undoubtedly is due.

His first active service after completing his education and attaining his majority was rendered in behalf of the United States. He was twenty-one years old when, on October 17, 1862, he enlisted as a private in Company A, Fifty-third Massachusetts Volunteers. He went with his regiment by water to New Orleans and thence up the river to take part in the battles on the lower Mississippi. At the siege of Fort Hudson his regiment constituted part of the command of

General Payne, of Wisconsin. The Fifty-third Massachusetts command was one of four regiments assigned to make an early morning attack. In the charge General Payne was wounded and lay exposed to the fire of the enemy. After two men had been killed and two wounded in an attempt to move the general from his exposed position, four volunteers were called for to rescue the injured commander, but only two responded, one of these being William C. Wheeler. It was more than a daring deed—it was a noble one. The young soldier continued to serve with honor during his term of enlistment, and, on being mustered out of service, he became a captain in the Massachusetts National Guard.

His actual business career began in Holyoke, Massachusetts, after he had returned from the war in 1863, when he secured the position of bookkeeper for E. Chase & Sons, a large lumber concern. He spent two and one-half years in the office of the firm, and then resigned to become paymaster for the Hampden Paper Company. Failing health and the rigors of the New England climate prompted him to seek health and wealth in the great and growing West; so, in 1868, he moved to Dubuque, Iowa, where, with W. W. Carr and W. H. Austin, he began the manufacture of sash and doors, and for twenty years took an active part in building up for the firm a reputation for business ability and integrity. The business, started on a small scale, rapidly gained large proportions through the energetic and capable methods of manufacture and distribution which were followed. In 1880 N. C. Ryder was admitted to partnership and the firm name was changed to Carr, Ryder & Wheeler. It became one of the principal sash and door concerns of the country, the entire middle West being the scene of its operations. The firm is now known as Carr, Ryder & Adams.

Again his failing health bore an important part in directing Mr. Wheeler's career. Although he had enjoyed better health during his sojourn in Iowa, he believed that he would be better off in the milder climate of the Pacific Coast. On

January 1, 1889, he disposed of his interest in the firm of Carr, Ryder & Wheeler at Dubuque, and in April went to Tacoma, Washington, where he soon began the organization of his present extensive undertakings. At that comparatively early period the conditions in Washington and Oregon were peculiar, the mills then operating having but a local and export trade. Mr. Wheeler observed the situation carefully and, with his knowledge, gained by long experience, of the manufacture of millwork, reached the conclusion that a similar business wherein Washington cedar should be employed would prove a profitable investment. He laid his plans and submitted the proposition to two other keen business men — G. R. Osgood and D. D. Clarke. They approved of the project of establishing a factory, and the firm of Wheeler, Osgood & Co. was formed, with the avowed purpose of supplying at least part of the Pacific Northwest with doors, sash and millwork manufactured on the ground. Previous to this date such doors as had been manufactured were of green lumber and the work was not done in a first-class way. The firm's first large shipment to the East by rail was in 1893, to Portland, Maine; a most notable shipment from the fact that the first factory-made doors used on Puget Sound were shipped during the '40's from that place by sailing vessels.

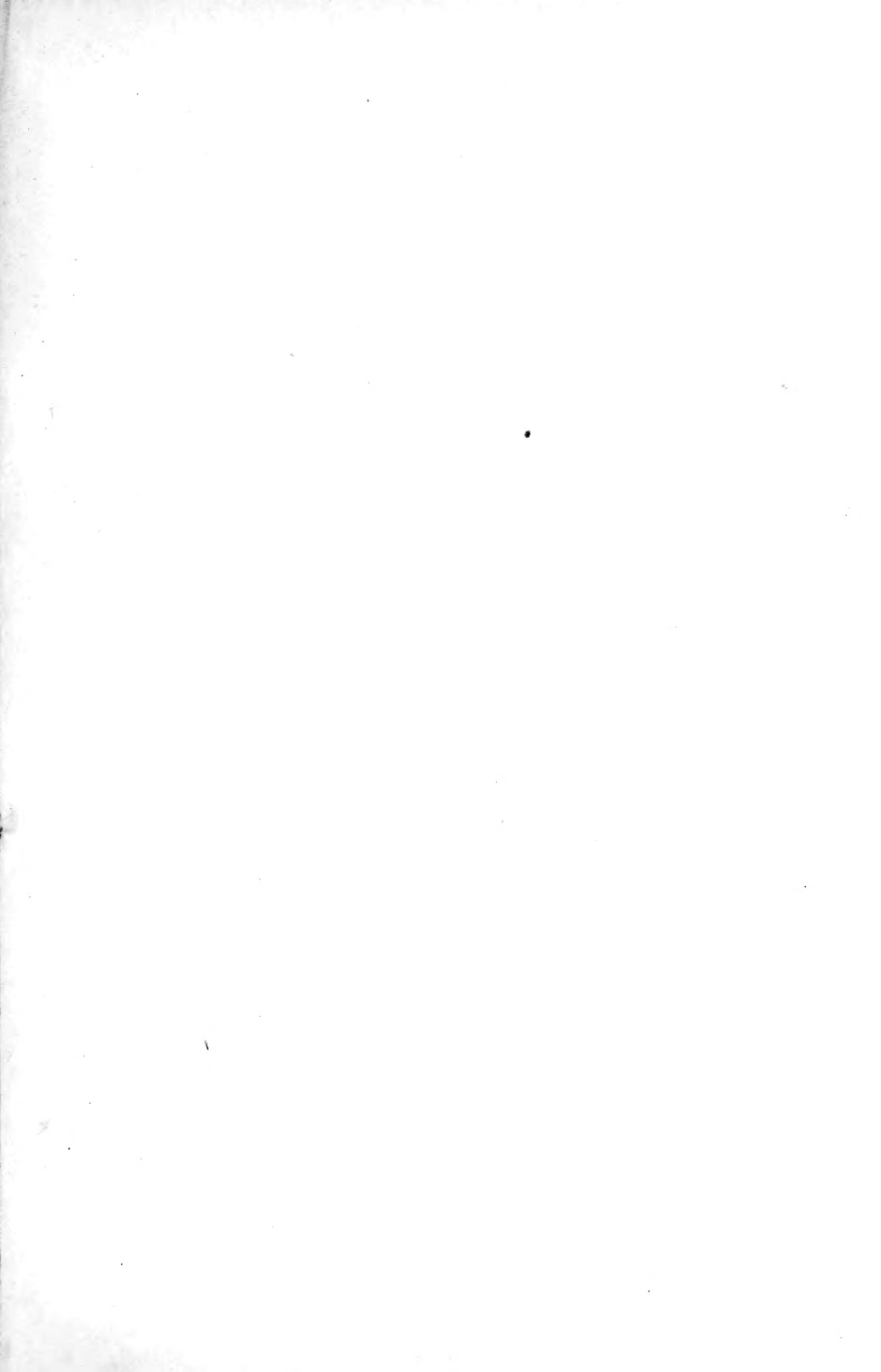
The original sash and door factory was of modest dimensions, designed to meet the needs of a single community. Its supply of lumber was limited to occasional carloads of stock bought from small mills. From 50 to 150 doors a day were turned out for several years until the growing demands led to an increase in the facilities of the plant. With the growth of the business timber was bought and a sawmill and a shingle mill were built at Everett, where shingles and cedar lumber for factory purposes were turned out and the product loaded on scows and taken up the Sound for the Tacoma factory. Branch offices were established in New York and Boston, and salesmen were placed in selected territory.

Fire destroyed the sash and door factory in Tacoma on September 25, 1902, the plant then being the largest of its kind in the Pacific Northwest. The loss was between \$100,000 and \$125,000, covered by insurance. Immediately the work of rebuilding the factory was started, the necessary machinery being ordered by wire. The factory destroyed had a capacity of 600 doors daily, while the new plant was equipped to turn out 1,200 doors a day, with a window frame department to match the door output. The concern has the most complete and modern equipment throughout and operates a sawmill at the Tacoma plant. The yard has a piling capacity of 6,000,000 feet of lumber, the entire plant covering about fifteen acres.

The firm of Wheeler, Osgood & Co. was incorporated as The Wheeler, Osgood Company on July 3, 1903, the capital being increased from \$125,000 to \$250,000. Mr. Wheeler became president; T. E. Ripley, vice president; George J. Osgood, secretary, and George B. Osgood, treasurer.

Mr. Wheeler married Miss Sarah E. Couch, of Holyoke, Massachusetts, March 29, 1865. Of this union have been born four children, three of whom survive—Alvin Sawyer Wheeler, professor of chemistry in the University of North Carolina; Edgar Couch Wheeler, pastor of the Congregational Church at Rockland, Massachusetts, and William Chamberlain Wheeler, who is associated with his father in The Wheeler, Osgood Company.

Early in his residence Mr. Wheeler was recognized as one of Tacoma's most progressive and public-spirited citizens. Whatever makes for the good of the community appeals to Mr. Wheeler and enlists his sympathies. He takes an active interest in church and educational matters. He has served as president of the Associated Charities and of the Chamber of Commerce, besides having held other positions of honor and trust in the community.





William H

During the ... the territory known
"Inland Empire" ... the front as a lumber
section ... the greater part
the section has taken place ...
men who have aided ...
those who ...
and Northwest. ...
Acuff, of Spokane, Wash.

He is a native of ...
Gwynedd, an historic ...
west of Philadelphia, October 8 ...
Acuff. The old stone house ...
far and wide in colonial ...
been in the possession ...
The Acuff family ...
Seventeenth Century ...

One of Mr. Acuff's great-grandfathers was ...
...
...
Welsh descent. His father died when he was about five
...
Lukens, a member of one ...
... before the Revolutionary War.

In 1858 Mr. ...
... the preceding year ...
until 1861, ... Pennsylvania, going to ...
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money enough to ... him through ...
ristown, from which ... dated in 1860,
WILLIAM HENRY ACUFF



WILLIAM HENRY ACUFF

William H. Acuff

During the last decade only has the territory known as the "Inland Empire" come to the front as a lumber producing section, and, in fact, the greater part of the development of this section has taken place within the last decade. Yet the men who have aided in this upbuilding are as truly pioneers as those who preceded civilization into the forests of the North and Northwest. One of these pioneers is William Henry Acuff, of Spokane, Washington.

He is a native of Pennsylvania, having been born in Gwynedd, an historic village about twenty-five miles northwest of Philadelphia, October 8, 1846. His father was William Acuff. The old stone house in which he was born was known far and wide in colonial days as the "Acuff Inn," and had been in the possession of the Acuff family for nearly 200 years. The Acuffs came to this country in the early part of the Seventeenth Century, and were of Scotch-Welsh descent. One of Mr. Acuff's great-grandfathers was General Sheats, who acquired fame in the War of 1812. Mr. Acuff's mother was a Quaker, her name being Lydia Ellis, and she was of Welsh descent. His father died when he was about five months old, and several years later his mother married Comly Lukens, a member of one of the old German families that dwelt in Pennsylvania long before the Revolutionary War.

In 1858 Mr. Acuff went to Decatur, Illinois, whither his parents had moved the preceding year. He remained there until 1863, when he returned to Pennsylvania, going to Norristown, where he attended school. He spent some time at Titusville, Pennsylvania, in the oil region, working about oil wells, and was for one year a deputy tax collector. He earned money enough to carry him through the high school at Norristown, from which he graduated in 1866, returning and

graduating in another course the following year. Going to Decatur, where his parents resided, he taught school for a year or so, and in 1870 went into the flour milling business with his stepfather; but their plant was destroyed by fire the following year and they lost everything they had.

For the next few years Mr. Acuff was engaged in various ways. A part of the time he managed a large farm and bought grain for an eastern concern and also taught school. He had charge of the books in the office of a wholesale hardware and leather concern for five years. This work, because of its confining nature, did not agree with his health, and he was obliged to find an occupation in which he could be more out of doors. With this object, he began the manufacture of force pumps in 1878, at Decatur, Illinois, forming the Niagara Pump Company, of which he was the manager. Associated with him in this enterprise were James Wiswell and Justus Lukens. While engaged in this business he did considerable mill work for several lumber concerns that had yards adjacent to his factory, and in this way unpremeditatedly entered the lumber business. In 1885 the Niagara Pump Company was merged into the Niagara Manufacturing Company, and two years later the manufacturing concern was consolidated with one of the lumber companies, forming the Decatur Lumber & Manufacturing Company. A factory was built and sash, doors and millwork were manufactured on a large scale. Mr. Acuff was secretary of this company, but in June, 1889, he disposed of his interest and in the following April went to Spokane and spent nearly two years looking for opportunities in which to invest, though without engaging in any business during this period.

In 1892 the Washington Mill Company was organized by Mr. Acuff, J. C. Barline, J. W. Cook, W. H. Short and Edward Crawford. Later, other stockholders bought the interests of Messrs. Short and Crawford, and George Barline and J. C. Neffeler, a son-in-law of Mr. Acuff, were taken into the concern. The company engaged in the manufacture

of sash, doors and interior finish, starting in a small factory with a capital of \$25,000, and did a business the first year of \$50,000. The capital stock of the concern later was increased to \$340,000, and during 1903 the company did more than \$700,000 worth of business. The company has an additional plant in another section of the city, where it makes a specialty of getting out door stock for eastern shipment, and does a general wholesale business in pine lumber for the eastern factory trade.

During the twelve years of its existence the Washington Mill Company has gradually been acquiring timber until it owns about 25,000 acres of pine land and is steadily adding to its holdings. The company owns four sawmills, one at Westbranch, Washington; another three miles from Elk, Washington; another five miles from Colville, Washington, and the fourth at Rodgers Spur, in Idaho. In addition to the output of its own mills the company buys lumber extensively, at times taking the cut of as many as sixteen mills. For the last four years the company has not cut any of its own timber, its policy being to hold it while the price is low.

Mr. Acuff married, in 1871, at St. Louis, Missouri, Miss Isabelle Bricker, who died in 1896. They had two daughters, one dying in infancy, the other being the wife of J. C. Nefeler. It is with this daughter that Mr. Acuff makes his home.

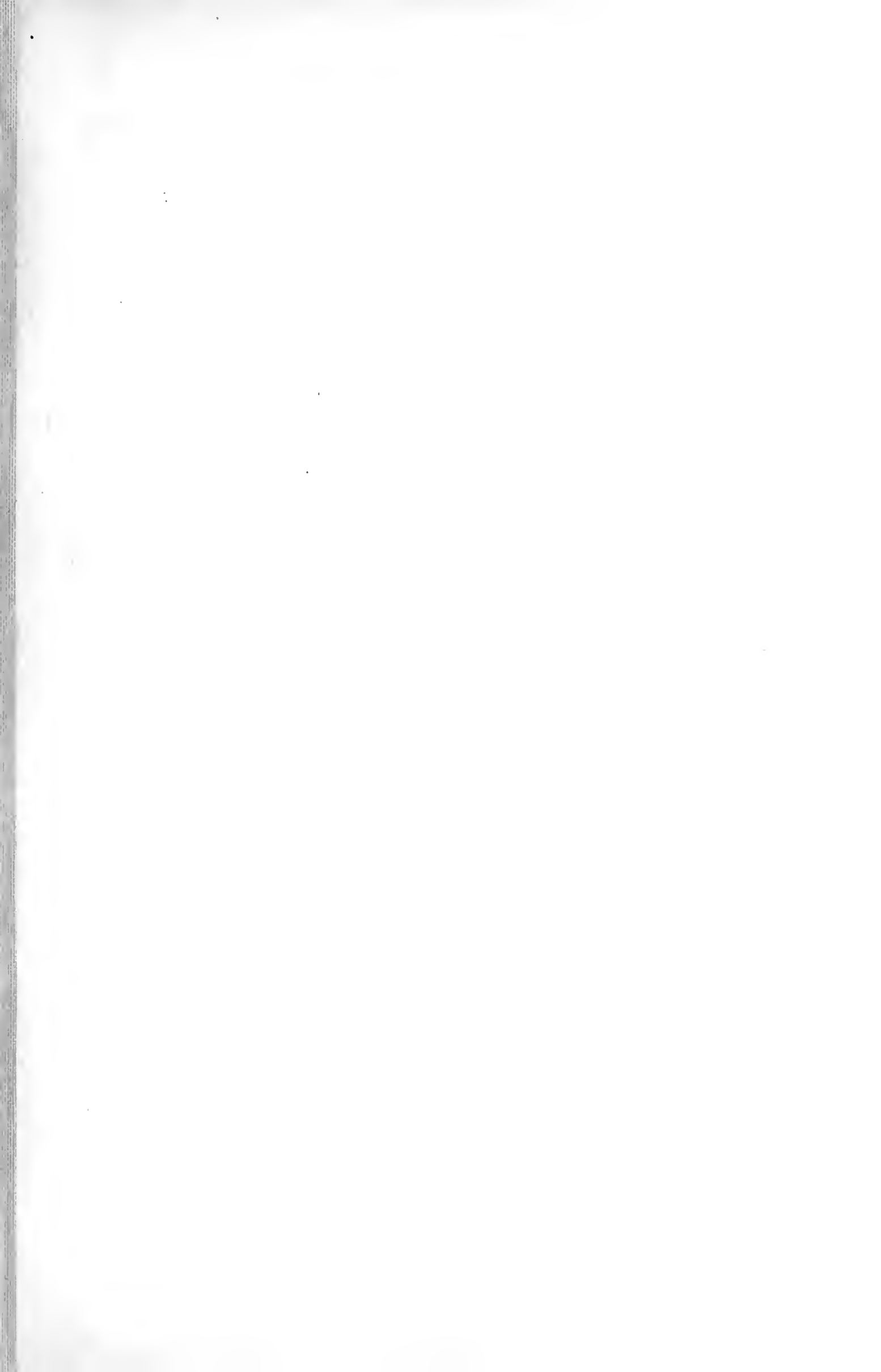
In all matters where public interests are at stake, either in the lumber business or in affairs pertaining to the welfare of the State, Mr. Acuff usually is to be found on the committees that have the most work to do. He has always taken a great deal of interest in matters affecting the prosperity of the lumber industry, believing strongly in association work, and has been an officer of the different lumber organizations in that section. He has been an active worker in the Western Pine Shippers' Association and has served for several years as vice president of the Pacific Coast Lumber Manufacturers' Association. He is a man of original ideas, quiet and unostentatious in both public and private affairs and of a disposi-

tion that labors to do away with factional differences and petty discord in association work. In the work of committees concerned with public business he is to be found always on the side of fair dealing and justice. He is looked upon by lumbermen as one of their most representative men and by business men in general as being just and honorable.

While belonging to no local church organization and retaining his allegiance to the Quaker Church, in which he was brought up, Mr. Acuff is an attendant at various churches and has aided many of them in their work. He served as chairman of the citizens' committee of eighty in charge of the erection of a \$100,000 Young Men's Christian Association building for Spokane. He also was a member of the building committee appointed to supervise the construction of a new \$80,000 Masonic temple in Spokane.

Mr. Acuff has always taken an active interest in Masonic affairs, being a member of all the Masonic bodies in both the York and Scottish Rite branches at Spokane, and is a member of the El Katif Temple, Nobles of the Mystic Shrine, besides being a past officer in all of the York bodies, and, in 1905, was at the head of the Oriental Consistory, No. 3, at Spokane. In 1904 he was honored by being named an honorary thirty-third degree Scottish Rite Mason. He is a stanch Republican and a believer in good government; he served his adopted city as an alderman for four years and was honored by a nomination for mayor by those seeking purer municipal government.

Real estate in Spokane has been invested in by Mr. Acuff to some extent and he is an owner of an orange grove at Riverside, California, where his parents and two half-sisters reside.





Byron R. Lewis

In the extreme northwest corner of the State, a most interesting and beautiful region, where the mountains, the waterways and forests are all so beautiful, the young generation, a district of the Northwest, has the excellence of its timber. It is a most beautiful district in Kootenai County, which takes the name of "Land of the Heart" applied by French voyageurs to the country. The story of a chief, to the tribe of Indians, of the country. Nature lavished a wealth of forests on the country, and, in recent years, it has come to the expression of character and of experience, a representative of the district being Byron R. Lewis, of Spokane.

Whatever he possesses today is the result of his perseverance and industriousness. As a mere youth, through circumstances he began work at a lumber mill in Michigan. His course since then has been a continuous one without interruption. From a lumber mill, he became successively a cruiser, timber owner and operator. Later, he dealt in timber lands, established a business, conducting a most successful business along the coast, bringing from it only to organize and carry on a lumbering operation at Crater Lake.

Byron Ruthven Lewis was born at Ischua, Cattaraugus County, New York, September 28, 1864, and comes of a distinguished ancestry. His father, E. R. Lewis, was in the Union army during the war of 1861-1865. After the Empire State, at the close of hostilities, to pursue his education. The mother of Mr. Lewis was a direct descendant of the Clayton family, who came to the Northwest from the Old Dominion State during the Revolutionary period.



BYRON RUTHVEN LEWIS

Byron R. Lewis

In the extreme northwestern county of Idaho, one of the younger sisterhood of states, a territory of mountains, lakes, waterways and forests, has come into being, in the existing generation, a district famed in the lumber industry for the excellence of its timber. It is the Cœur d'Alene district, in Kootenai County, which takes the name "awl heart" or "small heart" applied by French voyageurs, on account of the stinginess of a chief, to the tribe of Indians originally inhabiting the country. Nature lavished a wealth of forests on that section, and, in recent years, it has come to be exploited by men of character and of experience, a representative manufacturer of the district being Byron R. Lewis, of Spokane, Washington.

Whatever he possesses today is the result of his own perseverance and industriousness. As a mere youth, through force of circumstances he began work at a lumbering operation in Michigan. His course since then has been one of advancement without interruption. From a humble employee he became successively a cruiser, timber owner and contract logger. Later, he dealt in timber lands, established a line of retail yards, conducting a most successful business along that plane and retiring from it only to organize and carry on a manufacturing operation at Cœur d'Alene.

Byron Ruthven Lewis was born at Ischua, Cattaraugus County, New York, September 28, 1864, and comes of distinguished ancestry. His father, E. R. Lewis, was a surgeon in the Union army during the war of 1861-5, who went to the Empire State, at the close of hostilities, to practice his profession. The mother of Mr. Lewis was a direct descendant of the Clayton family, of Virginia, as well as of the Clanahan family that settled along the James River and was prominent in the Old Dominion State during the Revolutionary period. It was

Colonel Clanahan, a member of this family, who drove back the British troops after they had captured and destroyed the Capitol at Washington. B. R. Lewis was an infant in arms when his parents left Ischua to take up their home at Caseville, on Saginaw Bay, Huron County, Michigan, where his father engaged in logging. Subsequently, the home was moved to Saginaw and in that center of lumber activity young Lewis had what little schooling was his.

He was barely in his teens when he set about making his own living in the world. Without a trade, and devoid of education sufficient to enable him to enter an office as a clerk, he found employment in a sawmill. He continued laboring in sawmills, planing mills and the woods in the Saginaw and Ausable districts until he was seventeen years old, when he secured a position in a hardware and farm implement establishment. For four years he handled hardware and agricultural tools, the last year spent in this line of business being put in traveling through the farming country for his employers. At twenty-one years of age he had developed into a progressive man with the ideas and experience of one many years his senior. It was his liking for the lumber industry and for the life of the woods that led him to give up traveling and go to Grand Rapids, Itasca County, Minnesota, in 1887, where he began cruising timber for various lumbermen, and he secured in this manner a small holding of timber for himself.

In 1888 he began logging the tract he had secured in the preceding year. Later, he contracted to do logging for some of the large lumber concerns. He was shrewd, had executive ability and was successful in making money on his contracts from the start. By 1891 he had accumulated enough capital to permit of his engaging in the handling of timber lands. This business he conducted from Minneapolis, in which city he made his home. Another chapter in his busy career was inaugurated in 1896, when he organized the B. R. Lewis Lumber Company, capitalized at \$50,000, to conduct retail yards, though he did not relinquish his timber land enterprise. Mr.

Lewis became president and manager of the corporation, which established a chain of yards in western Minnesota and South Dakota along the Minneapolis & St. Louis Railroad and the Hastings and Dakota division of the Chicago, Milwaukee & St. Paul Railway. The capital of the company was subsequently increased to \$100,000 and the number of yards ultimately controlled was fifteen.

Mr. Lewis first turned his attention toward the timber resources of the West in 1902, when he investigated the possibilities of the Idaho country. In the following year the yards of the B. R. Lewis Lumber Company were disposed of and Mr. Lewis went to Spokane, Washington, where he since has made his home. The capital of the company bearing his name was increased in 1903 to \$250,000, so as to provide means for the buying of large tracts of timber for the projected operations. With another increase in the capitalization to \$800,000 a mill site was purchased at Cœur d'Alene, across the river from the old Fort Sherman grounds, upon which a modern plant was constructed.

The plant, which began sawing in October, 1904, is equipped with two double cutting band saws and a gang saw, cutting 400,000 feet of lumber every twenty hours. The mill for one year is calculated to cut about 65,000,000 feet of Idaho white pine lumber. The planing mill operated at Cœur d'Alene is one of the best equipped in the West and has nineteen machines in service. In March, 1906, the capital of the company was again increased, this time to \$1,500,000. The officers of the corporation are B. R. Lewis, president and manager; B. P. Munson, of Minneapolis, Minnesota, vice president; Earl M. Rogers, of Cœur d'Alene, secretary, and E. P. Keefe, of Cœur d'Alene, treasurer. Those named comprise the board of directors. The company has title to about 300,000,000 feet of pine timber and is rapidly adding to its holdings.

In 1905, Mr. Lewis and his associates incorporated the Idaho & Northwestern Railroad Company, of which Mr. Lewis

is president and manager. Eighteen miles of the main line of the railroad has been constructed, besides the branches extending into the lumber company's timber. The logs were loaded on the railroad cars in the woods and brought, for some time, only as far as Mica Bay, where they were dumped into Lake Cœur d'Alene. The dumping point was four miles from the mill, and the railroad was later extended around the lake to the plant.

One of Mr. Lewis' outside interests is the First National Bank of Cœur d'Alene, of which institution he was the founder. Shortly after going West he established the bank, which has a capital of \$50,000, and he is one of its largest stockholders.

Mr. Lewis has a beautiful residence in Spokane where reside his wife and five children. Mrs. Lewis before her marriage, which occurred February 6, 1891, was Miss Ida Swanson, of Fargo, North Dakota. The children of the couple are Sydney, Arthur, Mildred, Gertrude and Grace, the oldest being thirteen years old and the youngest but a year old.

Mr. Lewis is a member of Plymouth Lodge, No. 160 A. F. & A. M.; Columbia Chapter, R. A. M.; Zion Commandery No. 2 and Zurah Temple A. A. O. N. M. S., all of Minneapolis. He is a member of Minneapolis Lodge No. 44, B. P. O. Elks, and a Hoo-Hoo.



MYRON GROVER

Coast and Pacific
the summit of the
mighty Pacific on the
former eastern lumber
Grover, of Spokane
big enterprises.

He is vice president and representative whole
saling and marketing concerns in that region—the Day-
Lundberg Lumber Company, and he may be taken as an
example of the successful man in the lumber business. He
has followed the manufacturing end of the industry almost
uninterruptedly since he was a young man, having graduated
from the University of Bay City, Michigan.

Myron Grover was born in
New York, the son of John P. Grover and Mary
John Grover. They were of English descent, of the
Calvinists, who settled in central Connecticut, Mr. Grover's
grandfather moving to New York about 1830. His mother
was a descendant of the Townsend family which came from
Scotland and lived at Tarrytown, New York. They



MYRON HUBERT GROVER

Myron H. Grover

The progress of the Republic is traced in the migrations of lumbermen as accurately as in a history of the country. A large percentage of those who have followed the industry were born or began their lumber career in the East, and from there they went West to the then new lumber regions of Michigan, Wisconsin or Minnesota. Later, they continued their migrations westward toward the forests of the Pacific Coast. In the Pacific Northwest, as that vast territory between the summit of the Cascade Mountains on the east and the mighty Pacific on the west is known, dwell and labor many former eastern lumbermen. One of them is Myron H. Grover, of Spokane, Washington, a stalwart in that land of big enterprises.

He is vice president of one of the representative wholesaling and producing concerns of that region—the Day-Luellwitz Lumber Company, and he may be taken as an example of the successful man in the lumber business. He has followed the manufacturing end of the industry almost uninterruptedly since he was a young man, having gained his earliest experience at Bay City, Michigan. Subsequently, he became identified with Wisconsin operations and, in 1903, assumed charge of the operations of the Cascade Lumber Company, at North Yakima, Washington, only to move to Spokane, in July, 1906.

Myron Hubert Grover was born March 12, 1863, at Ithaca, New York, the son of Alva H. Grover and the grandson of John Grover. They were of English descent, in religion Calvinists, who settled in central Connecticut, Mr. Grover's grandfather moving to New York about 1830. His mother was a descendant of the Townsend family which came from Scotland and settled at Saratoga Springs, New York. They

were Scotch Presbyterians of a sturdy type. Myron Grover was one of a family of ten children. His people were farmers who logged the timber from their lands, as was the custom in those days, and sold the logs to small sawmills. He was educated in the public schools of Ithaca, supplemented by a two years' course in the academy at Gilbertsville, New York. He had in view a course at Cornell University, but when eighteen years old he left his studies to take charge of a district school on the outskirts of his native city. A desire to know something of the western section of the country led him, in the spring of 1883, to go to Plankinton, in what was then the territory of Dakota, where he became associated with a former Ithacan in the real estate business.

Dissatisfied with this line of work, Mr. Grover went to Bay City, Michigan, in September, 1883, to enter the employ of T. H. McGraw & Co., with which firm he remained at Bay City and Naubinway, Michigan, until May, 1887. His first work was carrying lumber from the sorting platform; within a few months he became assistant in the shipping department. On leaving the firm Mr. Grover was out of the lumber business for two years, during which time he was connected with the construction department of the "Soo Line" through northern Michigan, having charge of the commissary department on the division between Manistique and Sault Ste. Marie.

In June, 1889, Mr. Grover went to Wausau, Wisconsin, to assume charge of a new mill built by C. C. Barker and H. C. Stewart, operating as Barker & Stewart, but shortly afterward the plant was destroyed by fire and was not rebuilt at that time. In the same year Mr. Barker and Jacob Mortenson organized the Garth Lumber Company, which built a mill at Garth, Wisconsin. Mr. Grover took charge of that plant in 1889, remaining with the company until all its timber had been cut out, in 1893. The company then transferred the scene of its operations to Garth, Michigan, in the Upper Peninsula, where a large mill was erected. Mr. Grover was

given charge of the operations at that point, continuing until the available supply of timber was cut out and operations discontinued in July, 1902.

Successful in a managerial capacity in the north pine country, Mr. Grover essayed a wider field on the Pacific Coast. His appearance there was in February, 1903, when he formed a connection with the Cascade Lumber Company, at North Yakima, Washington, a concern which had been organized the preceding year with a capital of \$100,000, that was later increased to \$500,000. The men interested in this enterprise had been looking for an experienced man who was capable of completing the construction of the plant, which had been begun in 1902, and in Mr. Grover they found the man who filled all the qualifications. He had had much experience in milling in Wisconsin and Michigan and had demonstrated his executive abilities, and in the spring of 1903 he had the mill completed and sawing lumber. After two years' successful operation the plant was shut down in the fall of 1905 to permit of its being practically rebuilt and the making of additions, including the erection of a large sash and door factory and the enlarging of the box factory plant.

In July, 1906, Mr. Grover severed his active connection with the Cascade Lumber Company, although still retaining his interest in that concern, to become actively associated with Harry L. Day and Gus Luellwitz in the Day-Luellwitz Lumber Company, of Spokane, Washington, manufacturer and wholesaler of western lumber. Mr. Grover secured a large block of stock of the company in which he is now interested. He takes an active part in the management of the Day-Luellwitz concern, looking particularly after the outside timber and manufacturing interests. Mr. Luellwitz, the founder of the business, is one of the most successful lumbermen on the Coast. On the reorganization of the company's affairs, following the acquirement of an interest in the business by Mr. Day and Mr. Grover, the capital was increased from \$50,000 to \$200,000.

Those interested in the Day-Luellwitz Lumber Company are also heavy stockholders in and control the Newman Lake Lumber Company, Moab, Washington, and the Athol Lumber Company, Athol, Idaho, manufacturing concerns whose output of pine lumber each year is over 20,000,000 feet. This is marketed by the Day-Luellwitz Lumber Company and, in addition, it stocks several small mills with logs and markets the output. The Day-Luellwitz Lumber Company is also an extensive wholesaler of fir lumber, maintaining a buying office in the Lumber Exchange Building, Seattle, Washington.

During his connection as general manager and stockholder in the Cascade Lumber Company, Mr. Grover became vice president of the North Yakima & Valley Railroad, a new line now partly built westward through the Cascade Mountains to the Puget Sound country from North Yakima, and easterly into the farming region of Washington. He was also chosen vice president of the Yakima Savings & Loan Company and a stockholder and director in the Yakima Trust Company, of North Yakima. He still retains these interests. He is a worker in the lumber association field, being vice president of the Western Pine Manufacturers' Association and a member of several of its most important committees.

Mr. Grover has a home in Spokane presided over by his wife, who was Miss Ella W. Furlong, of St. Ignace, Michigan. They were married in June, 1888, and have one child, a boy, Myron H. Grover, Junior, who is fifteen years old.

Mr. Grover is a member of Escanaba (Michigan) Lodge, A. F. & A. M., and also of the chapter and commandery at the same place. He is a Noble of the Mystic Shrine, belonging to Ahmed Temple, Marquette, Michigan. He is a Hoo-Hoo, a member of North Yakima Lodge, B. P. O. E., and holds membership in the Spokane Club of Spokane.





Alexander Polson

The difficulties, the hazards and the labor attendant upon dethroning the great fir monarchs of the western forests, converting them into the raw material of the sawmill, and transporting them by the most direct route to the logging camps where they are manufactured into lumber, are fully outlined in the business life and accomplishments of Alexander Polson, of Hoquiam, Washington.

He did not find the equipment ready to his hand, nor was he given the wherewithal to put down the foundation and build the structure. In this he differed not greatly from other men of his caliber and measure of his achievement and reliance. His has been a life of action and achievement.

His father, Peter Polson, and his mother, Catherine, emigrated to Nova Scotia from Scotland. It was in Nova Scotia, in May, 1853, that Alexander Polson was born. He spent his boyhood and early manhood in that city, his education there and remaining until he was twenty years old. The desire for broader opportunities led him to leave his home and travel to the United States, eventually reaching Nevada. In 1870 he came to the United States, where he labored in the woods, made his way to the West, and drove heavy freight teams to Nevada, Arizona, New Mexico and California for three years.

Becoming dissatisfied, not only because of the narrow opportunities offered in the West, he rode horseback from Tucson, Arizona, to the Snake Valley, in the then Territory of Washington. Ultimately he secured employment in the logging camps, and the first winter



ALEXANDER POLSON

Alexander Polson

The difficulties, the hazards and the labor attendant upon dethroning the great fir monarchs of the western forests, converting them into the raw material of the sawmill, and transporting them by devious ways to the milling centers where they are manufactured into lumber, are exemplified in the business life and accomplishments of Alexander Polson, of Hoquiam, Washington.

He did not find the equipment which his camps now employ ready to his hand, nor in his early life did he inherit or was he given the wherewithal to purchase, but must needs lay the foundation and build the structure of his own fortune. In this he differed not greatly from others, except in the manner and measure of his achievements and in his sturdy self-reliance. His has been a life of activity and progressiveness.

His father, Peter Polson, and his mother, Cathrine McLean, migrated to Nova Scotia from Scotland. It was in Truro, Nova Scotia, in May, 1853, that Alexander Polson was born. He spent his boyhood and early manhood in that city, gaining his education there and remaining until he was twenty-three years old. The desire for broader opportunities for the betterment of his fortunes caused him to join an emigrant train, and with it he crossed the western plains in 1876, eventually reaching Nevada. In that wild, half-settled State he labored in the woods, mines and on cattle ranches, and drove heavy freight teams in Nevada, Arizona, New Mexico and California for three years.

Becoming dissatisfied, not by reason of the hard work, but because of the narrow opportunities offered, in the fall of 1879 he rode horseback from Tucson, Arizona, to the Klickitat Valley, in the then Territory of Washington. Ultimately he secured employment in the logging camps, and the first winter

he spent in the Territory he worked in the woods at the head of the Yakima River, where was gotten out the first lumber used by the Northern Pacific Railway in the construction of its road in that territory. From 1880 to 1884 he was engaged in building dams on driving streams for sluicing out logs, in felling timber and doing other woods work. In 1884 and 1885 he was assessor of Chehalis County. His first logging with jack screws was carried on in 1886, and from the proceeds of this work he bought a team of oxen. From 1886 to 1893 he logged with cattle, and it might be said that up to this time he had earned his bread by the labor of his hands in the logging camps of the Coast.

His brain, however, was not idle and the work he had been doing was but preparatory to the establishment of the business he now owns. Mr. Polson had saved something from his wages and evolved, during the years of his arduous labors, plans which he subsequently executed. Logging operations were much to his liking and in the work he showed a great aptitude, learning the business as it can be learned only by those who have for years witnessed its operations in every phase. In 1886 he launched his own commercial craft amid indications that were not any too promising for a peaceable voyage or an extended one. But the pilot at the helm knew the water in which his craft was sailing, knew the location of every sunken rock, the weak places in his vessel and also knew how to avoid the rocks and to take measures to prevent or overcome the disablement of his craft. The voyage so carefully begun has been successful.

The concern was known as the Polson Bros. Logging Company until April, 1903, when the style was changed to the Polson Logging Company, and Robert Polson, Mr. Polson's brother and first lieutenant, T. D. and R. D. Merrill and Clark L. Ring, the latter three of Duluth, Minnesota, took stock in the new concern. This change was due to the burning of a large tract of timber owned by the Merrill & Ring concern, which necessitated its immediate conversion into lumber.

The timber adjoined that owned by the Polson Logging Company on the west and the only way it could be reached handily was by the Polson railway or by paralleling that line. Practical economy demanded that the interests be merged and that the timber be taken out on the one line; an agreement was reached and the consolidation effected.

Following Mr. Polson's connection with the Merrill & Ring interests, the plant of the Polson Logging Company was increased and additional timber bought, until, in 1905, 103,000,000 feet was cut and delivered to the mills. The logging road that has been built to further the company's operations has a main line thirty miles long, with an equipment of thirty logging donkeys and seven locomotives. One of the locomotives in service was the first to cross the Cascades over the Northern Pacific line and was built by Porter Bros., in 1871. The nature of the country traversed by the railroad is mountainous, but the road has been pushed past the dividing range, beyond which lies a fertile valley. Its settlement has followed the extension of the line and the products of the farms and ranches have an outlet over the logging road.

Mr. Polson's success stands as a monument to his own labor, but it is doubtful if the man today differs greatly from the young lad who went West to seek fortune in the '70's. Hardship did not sour his disposition, nor has success spoiled the man, who, from close association with nature, has acquired some of the sublime simplicity and faith of his teacher. When one comes in contact with Mr. Polson something of the strength and of the breath of the forest is felt, although he is eminently a practical man, to which his success testifies. He has never lost interest in the work being carried on in the camps and, while the details are in charge of his brother, Robert Polson, he has a practical and working knowledge of all that is going on. To his men, of whose welfare he is very solicitous, he is known as "Alex," which means he is still one of them. The camps of the company provide employment for from fifty-five to seventy men each, according to the nature of the timber. The camp

crews are divided into different sets or gangs of men, comprising the yarding crew, the skid road crew, the filers and the sawing crew. The work of each supplements the work done by the other gangs of men.

Ancestry may have something to do with the inherent qualities that assured Mr. Polson's success. His forefathers moved from Sweden to Scotland and their descendants immigrated to Nova Scotia, where he was born. Directly traceable to such intermingling with the people of various countries are many of Mr. Polson's strongest traits.

He takes a deep interest in all forestry matters and keeps a close watch on all action taken by the Government forest service. The company of which he is president affords an excellent field for the practical demonstration of the utility of reafforestation, which, in his opinion, can be done only under the supervision of the Government.

Mr. Polson married Miss Ella Arnold, a daughter of F. D. Arnold, of Adair, Iowa, February 18, 1891. Three children have come into the home of the couple—two boys now ten and twelve years old, and a girl of eight years.

Mr. Polson is a Mason, a Knight Templar, a member of the Mystic Shrine, an Odd Fellow and also a Woodman.



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Dr. E. Patten

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, April 30, 1865, his parents being
Patten and Eliza (Radcliff) Patten. He is of Scotch-
English ancestry, his paternal grandfather having come from
southern Scotland. He attended the public schools and grad-
uated from the high school at Lesueur in 1881, at the age of
eighteen years. In the following year he went to Seattle, then
a prosperous city of nearly 4,000 inhabitants. From there he
departed for Columbia, where he spent a year, then returned to
his home in Lesueur, and bought an interest in a drug store.
In his spare time, by hard work and application, was
able to pay the debt on the store, and became a registered
pharmacist.

Mr. Patten, however, was not content with a drug store, and
after a short time, he sold the store, and, becoming a free
man, he went to Seattle, where he was engaged in the
drug store, and again went to Seattle. There he began
dealing in real estate, representing an agency, and had
money to loan. In looking about for a permanent home,
permanent to occupy for an indefinite period, he, at
twenty-seven years of age, decided to engage in the
business.

CHARLES EDWARD PATTEN



CHARLES EDWARD PATTEN

Charles E. Patten

To eastern pluck and industry, displayed by the men who migrated from the older sections of the country to the Pacific Coast, is due much of the credit of developing the lumber industry of the Pacific Northwest. The men who laid the foundations of the modern business of that section have witnessed a wonderful transformation in the industry. Among those men, who may justly be said to have contributed to this history-making epoch, is Charles Edward Patten, of Seattle, Washington.

He is a product of the great middle West, having been born at Lesueur, Minnesota, April 30, 1865, his parents being Richard Patten and Eliza (Radcliff) Patten. He is of Scotch-English ancestry, his paternal grandfather having come from southern Scotland. He attended the public schools and graduated from the high school at Lesueur in 1883, at the age of eighteen years. In the following year he went to Seattle, then a prosperous city of nearly 4,000 inhabitants. From there he drifted to California, where he spent a year; then returned to his home in Minnesota and bought an interest in a drug store in his native town, and, by hard study and application, was able to pass the State examination and become a registered pharmacist a year later.

Mr. Patten, however, was cut out for a larger and a broader business than that of a retail druggist, and, becoming somewhat restless within its confines, he sold out his interest in the drug store in 1889 and again went to Seattle. There he began dealing in real estate, representing an eastern capitalist who had money to loan. In looking about for something more permanent to occupy his attention, Mr. Patten, then but twenty-seven years of age, decided to engage in the lumber business.

He began the wholesaling of lumber in 1892 and was joined later by A. B. Graham, a business man and capitalist from the East who was engaged in other lines, and who, although still interested with Mr. Patten, never has taken an active part in the business. The firm of Graham & Patten was formed and continued until 1894, when the partners purchased the mill plant and several thousand acres of timber land belonging to the old McMurray Cedar Lumber Company, at McMurray, Skagit County, seventy miles north of Seattle, on what is now the Seattle division of the Northern Pacific Railway.

To better control this business the Atlas Lumber Company was incorporated by Mr. Patten and Mr. Graham, and subsequently an interest in the concern was purchased by E. W. Price. In 1900 Mr. Patten bought Mr. Price's stock in the company, which gave him the control. The concern was then reorganized as the Atlas Lumber & Shingle Company, with a capital of \$150,000, Mr. Graham becoming president and Mr. Patten vice president, secretary, treasurer and manager. The company has a timber supply sufficient to last for nearly thirty years, cutting at the rate of 70,000 feet a day. It has one of the finest tracts of timber in the State, running 50 percent to cedar with the remainder fir. The plant of the company at McMurray is equipped with three band saws and other attendant machinery and is run largely in sawing inch stuff, which is worked up for car shipment for the retail lumber trade of the East. The shingle mill has a capacity of 300,000 a day, and, with a large planing mill and a dry kiln, together with the logging railroad running out into the timber, this plant is a very complete one. To do the logging for the mill Mr. Patten formed two logging companies, of both of which he is president and has control. They are the Skagit Logging Company and the L. Houghton Logging Company, which log exclusively for the Atlas Lumber & Shingle Company.

Mr. Patten has great faith in the value of western timber, and from time to time has personally acquired considerable tracts of timber land in Washington and Oregon.

In the early days of the Nome excitement he secured several good claims and some of the land on which the present city of Nome is built. He has made several other successful investments, including the controlling interest in a fine mining property in the Sumpter district, in eastern Oregon. He is interested in several Washington banks and is a director in the Washington National Bank, of Seattle.

Mr. Patten has ever been foremost in association work. He was one of the organizers and the prime mover in the first shingle association, which was formed in 1892 and afterwards collapsed. During the last ten years several organizations of lumber and shingle associations have been born and have died, and in 1900 the Washington Red Cedar Shingle Manufacturers' Association was formed, with Mr. Patten as treasurer and a member of the executive committee. He still is an active worker in this association, but has declined to serve as its president.

In July, 1900, when crop failure in the Red River Valley made it necessary for the eastern shipping lumbermen of Washington to look for a new territory in which to dispose of their lumber that fall, Mr. Patten sent a representative of the Atlas Lumber & Shingle Company through the Nebraska, Colorado and Kansas territory to investigate the situation and to gather data to present to the railroad companies with a request for a reduction in the rate from the Pacific Coast that would enable shipments to be made in competition with southern pine. Largely through Mr. Patten's efforts the Pacific Coast Lumber Manufacturers' Association was formed, primarily with the object in view of securing a reduction in freight rates to the territory mentioned. Mr. Patten was made vice president of the association, which office he held for several years, as well as being a member of the executive committee. In all the work of the association he has been the leader and he deserves a great deal of credit for its success.

In January, 1906, Mr. Patten bought the sawmill at Tacoma formerly owned by the Far West Lumber Company and or-

ganized the Reliance Lumber Company, of which he became president and general manager, to operate the plant. The mill is equipped with a double circular head saw, a double cutting carriage resaw and band resaw, and runs day and night. A planing mill is operated, as is also a shingle mill with two double block and one hand shingle machines with a capacity of 250,000 shingles in ten hours. The mill has an output of 125,000 feet of lumber daily and this product is sold through the office of the Atlas Lumber & Shingle Company. This mill supplies a large local trade in Tacoma, and what is not disposed of locally is shipped East by rail, or to California by water, the plant being well equipped to handle cargo business.

Personally, Mr. Patten is kind and courteous, an agreeable companion, and an interesting conversationalist. He is a life member and a trustee of the Rainier Club, of Seattle, and also is a life member of the Seattle Athletic Club. In Hoo-Hoo circles he has the distinction of being the oldest member of the order on the Coast, having been initiated in Kansas City, March 6, 1893, before any concatenations had been held west of the Rocky Mountains. He was appointed the first vicegerent snark for Washington and Oregon and had charge of the first concatenation ever held west of the Rockies.

He has taken a marked interest in Masonic matters, and, besides being a thirty-second degree Scottish Rite Mason, is Past Eminent Commander of Seattle Commandery No. 2, Knights Templar, and Past Master of Arcana Lodge No. 87, A. F. & A. M. In politics Mr. Patten is a staunch Republican, though he has never taken any active part in the affairs of the party. He was married on June 25, 1903, to Miss Adelia Allmond.



Harry McCormick

Numerous instances go to show that the great law empire on the shores of the great Atlantic Ocean is open to its regular and irregular immigrants and emigrants. It is a land of opportunity, and it is a land of progress. It is a land of opportunity for every man, regardless of color or capital, who has the ability and courage to grasp and improve them.

Harry McCormick is of Scotch-Irish lineage and in his character is a mixture of Scotch shrewdness and Irish adaptability to circumstances. He was born October 14, 1836, at Cherrytree, a small town on the Susquehanna River in Luzerne County, Pennsylvania. His great-grandfather built a sawmill in Valley, Center County, the same State, what is said to have been the first sawmill in Pennsylvania, and other family members were patriots of the American Revolution. His mother was of the old British family of Bentons, and his father, Benjamin, was a soldier in the War of 1812. At an early age, Harry, at the age of 12, was a laborer on the loggers' skids, and he was in the days when down that stream were floated some of the finest white pine logs that grew in the State.

Libertytree Harry McCormick went to the police to report the robbery. McCormick, 40, is a former member of the American Legion and has been in the military for 10 years.

Twolicks, Indiana County, Pennsylvania, where he worked in the oil regions in Allegheny Valley and labored at the mines for several years. Railroad work appealed to his youthful ambition and he gave up the mines to fire a locomotive on the Allegheny Valley Railroad. He was killed in an accident following

HARRY MCCORMICK



HARRY McCORMICK

Harry McCormick

Numerous instances go to prove that the great new empire on the shores of the north Pacific Coast is justly entitled to its reputation of being a land of golden opportunities. The life of Harry McCormick, of Portland, Oregon, is a marked illustration of this fact, and also of the possibilities in the way of achievement there open to every man, regardless of influence or capital, who has the ability and courage to grasp and improve them.

Harry McCormick is of Scotch-Irish lineage and in his character is a mixture of Scotch shrewdness and Irish adaptability to circumstances. He was born October 14, 1856, at Cherrytree, a small town on the Susquehanna River, in Indiana County, Pennsylvania. His great-grandfather built at Stone Valley, Center County, the same State, what is said to have been the first sawmill in Pennsylvania, and other ancestors were patriots of the American Revolution. His mother came of the old British family of Bentons, and her father, John Benton, was a soldier in the War of 1812. Mr. McCormick's father, Robert McCormick, was a lumberman and logger on the Susquehanna River in the days when down that stream were floated some of the finest white pine logs that grew in this country.

In the quiet village of Cherrytree Harry McCormick went to the school provided by the none too wealthy community, and obtained a fair education for a youth of that section. When seventeen years old he started to work in a sawmill at Twolicks, Indiana County, Pennsylvania, and later went to the oil regions in Allegheny Valley and labored at the oil wells for several years. Railroading appealed to his youthful ambition, and he gave up the oil business to fire a locomotive on the Allegheny Valley Railroad. When the excitement following

the discovery of gold near Leadville, Colorado, in 1879, was heralded throughout the country, young McCormick abandoned all thought of a railroad career and, with only \$6 in his pocket, started West and reached the mining field. It took two weeks in Leadville to dissipate in his mind the idea of a fortune to be had for the mere seeking. Disgusted, but not disheartened, he walked to Webster, a distance of sixty miles, where he joined a telegraph construction crew on the Denver & South Park Railroad. His display of intelligence in this rough work led to his being made foreman of the crew which built a telegraph line into the Gunnison country. When this work was completed Mr. McCormick secured a fireman's job on what is now the Colorado & Southern Railway. At the end of eleven months he became an engineer and continued holding a throttle until retrenchment by the company led him to quit its service and go to San Francisco.

From the Golden Gate city he journeyed to Portland, Oregon, where he arrived June 24, 1883. Unable to get a position there, he went to Spokane and became a brakeman on the Northern Pacific Railway, and for a short time was brakeman and conductor on a construction train. Tiring of railroad life, Mr. McCormick began ranching at Plains, Montana; but this occupation was too inactive, and he went back to the Northern Pacific as a repairman in the telegraph department. In July, 1888, he assumed the management of the American District Telegraph Company office at Butte, Montana, which position he held four months, when he returned to his old home in Pennsylvania. Going West again in the spring of 1889, he took charge of a telegraph construction crew at Hope, Idaho, on the Northern Pacific, and in the following year was transferred to the Pacific division.

The vast forests of fir, spruce and cedar of western Washington impressed Mr. McCormick with their value from a commercial standpoint, and he determined to engage in business for himself. His initial work in this line was the putting in of telegraph poles and piling under contract. His experi-

ence in telegraph construction gave him a knowledge of the enormous demand for crossarms for telegraph poles, and, in 1895, with the money he had made at contracting, he built at Centralia, Washington, the first factory on the Pacific Coast for the manufacture of crossarms. The plant was a small one and the raw material was secured from sawmills in the vicinity. The business prospered and in 1896 Mr. McCormick built an additional crossarm factory at Aberdeen, Washington, and another at Bucoda, following this a year later by factories at Seattle and Everett. In 1896 Mr. McCormick, with F. B. Hubbard, Frank L. Hale, E. E. Dilldine and others, organized the H. McCormick Lumber Company, and in January, 1897, was commenced the work of building the mill plant at McCormick, Washington, on the South Bend Branch of the Northern Pacific Railway, west of Chehalis. Two years later Mr. McCormick and his associates organized the Rock Creek Lumber Company and built a mill at Rock Creek, two miles west of McCormick. This property was sold to the Walworth & Neville Manufacturing Company in 1903.

Following the sale of the Rock Creek plant, Mr. McCormick and Mr. Hale bought the interests of Mr. Hubbard, Mr. Dilldine and others associated with them in the H. McCormick Lumber Company. The same year Mr. McCormick and Mr. Hale bought the sawmill and timber holdings of the Marzell-Mueller Lumber Company, located one mile east of McCormick. The capacity of the two mills operated by the H. McCormick Lumber Company is 150,000 feet a day of ten hours. The timber holdings comprise about 500,000,000 feet.

Besides being president of the lumber company, Mr. McCormick is president of the McCormick & Columbia River Railroad. Mr. McCormick, at the start of the operations at McCormick, built a standard gauge railroad into the timber, and, for the purpose of extending this line through the timber to the Columbia River, a distance of twenty-two miles, a separate corporation was formed. Another interest of Mr. McCormick is the National Investment Company, of Los Angeles,

California, which deals in farm and timber lands in Mexico. He is president of that company.

The intense interest Mr. McCormick takes in matters pertaining to the Pacific Coast and the lumber industry resulted in his election in December, 1904, as president of the Southwestern Washington Lumber Manufacturers' Association, and at the expiration of his term he was unanimously reëlected. His ability as an executive officer was well shown during his first term by a practical reorganization of the association, its ranks being strengthened and its usefulness and progressiveness being demonstrated throughout. Mr. McCormick is an earnest and forcible speaker, is a man of literary tastes, and is one of the most popular of Washington lumbermen.

Mr. McCormick married Miss Ida Mullen, of Curwensville, Pennsylvania, March 4, 1881. The couple has one child living—Augusta. Mr. McCormick and his wife, in 1905, bought a beautiful home in one of the fine residential sections of Portland and took up their residence in that city, because of the better educational advantages it afforded for their daughter.



Robert D. Inman

All departments of a manufacturing concern must stand or fall together and the character of manufacture depend the reputation and continued business standing of any institution which engages in the manufacture of lumber with its sale. In this industry those to whom the greatest success has come invariably have diligently made one branch a specialty though of necessity, having an intimate acquaintance with all branches. The ideal organization pursuing a manufacturing business combines those who have had experience in each line. A man who is a specialist in manufacture and who has won his success with other specialists is Robert David Inman, of Portland, Oregon.

He is president of Inman, Poulsen & Co., a corporation and has charge of its manufacturing operations. He has gained a wide reputation on the Pacific Coast as a leader in lumber mechanics. For thirty-five years Mr. Inman has been a resident of Portland and busily at work in the section of which that city is the commercial center.

Robert D. Inman is the son of Asa Inman and Lucindia Kendal. He was born in Miami County, Ohio, August 11, 1853. Shortly after his birth his parents moved to Marshall County, Iowa, and, through the death of the father in the Civil War, the family was disrupted and the boy Robert was thrown upon his own resources. Through the help of his mother to make his own way he grew up a self-reliant man. His struggle against adversity has made him a strong and determined man. He had no opportunity of gaining an education, but he realized the importance of a mental training and he made it his own. With no one to guide him, young Robert set out on a journey of adventure of a boy of twelve years, in 1865 joined a party of emigrants bound for the Pacific Coast. The company was



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Marshalltown, Iowa, May 21, and began the long, weary journey across the plains and mountains toward Portland, which was not reached until November 1. He had a varied experience on this trip, the emigrants being attacked several times by bands of Indians, and several of the outfitters belonging to the caravan were lost in the sanguinary fights.

Little there was for a boy of Robert Inman's age to do in Oregon, then a land about which practically nothing was known. He managed to eke out an existence for himself for a year and a half and then began a nomadic life as a member of a circus. He followed this life for two years before he tired of it and realized that there was more in life than he had thought. His first knowledge of the sawmill business was acquired in connection with the Willamette steam sawmill in Portland, where he began his lumber career in 1868. Seven years he remained in the mill, rising from the position of a common laborer to the more responsible one of foreman of the planing mill department. All this time he studied the several phases of manufacture, never losing sight of the fact that he was there to learn. He was energetic, industrious and thrifty, so that in the years that he was with the Willamette mill he had saved a snug sum of money, which enabled him to assist, with L. Therkelsen, N. Vessteeg and L. P. W. Quinby, in the organization of the North Pacific Lumber Company, which built the North Pacific mill in Portland. Mr. Inman operated the mill until 1889, when he sold his interest in the company and joined fortunes with Johann Poulsen, with whom he is today associated. Mr. Poulsen had been a stockholder in the North Pacific Lumber Company and previously had been identified with the Willamette mill, acting in the capacity of secretary.

Mr. Inman and Mr. Poulsen organized the business of Inman, Poulsen & Co. in 1889, and a year later it was incorporated. A mill was built and operated successfully until fire swept the plant in November, 1896. The two partners were undaunted by the disaster and within ninety days the damaged

mill had been replaced by a more modern plant and was running and cutting 100,000 feet of lumber a day. Improvements have been made in the plant from time to time within the last ten years until today the capacity and output is 500,000 feet daily. Outside of the local business done by the company, the output is sold to the California trade, to the ever increasing number of eastern customers, as well as to the railroads and for export shipment.

Mr. Inman is the mechanical head of the company's operations, which he has brought up to a most successful point of effectiveness. The mill cuts practically nothing but fir timber, buying its logs delivered in the river. In the mill is a quadruple circular, a gang, two band resaws with special devices for running cants, a Pacific Coast edger, a flitch machine and the necessary complement of trimmers, slashers, cross transfers, live rollers and lumber sorters. The lath mill is considered one of the best and most efficient upon the Pacific Coast, having specially heavy and fast machinery turning out 50,000 to 60,000 lath a day, with six men. The equipment of the planing department consists of a 20 by 30-inch timber planer with five fast feed matchers. There also are two special ceiling machines and one band resaw with an eight-inch saw. The filing room is complete, much of the machinery being automatic. Heavy exhaust fans carry away the shavings from the machinery. The present mill of Inman, Poulsen & Co. is erected upon the east bank of the Willamette River, in South Portland, across and farther up stream from the center of the city.

Mr. Inman married Miss Frances L. Guild, a daughter of Peter Guild, one of the Portland pioneers, May 2, 1875. Of this union have been born two daughters, Minnie Myrtle and Ivy Frances.

Mr. Inman is one of those self-sacrificing business men who will, in addition to giving perfectly faithful service to the individual interests of those of the company with which he is allied, devote careful attention to public matters. He has added

to the wealth of the State and Nation by his political work. He is a prominent Democrat and has been a standard bearer of the party. Recently he was spoken of for United States senator, though he declined to entertain the thought and wishes of his friends. He always has done herculean service for his party and when a choice of plums is to be had his appreciative friends mention his name for office. He has been a member of the water committee of the city council, a member of the Chamber of Commerce and of the Board of Trade of Portland. He also has served as a member of the State Senate, having been elected on the Democratic ticket in a district which gave a large Republican majority for congressman. His first election to a State office was as a member of the Lower House of the Oregon Legislature eight years ago, being the only Democrat who had been elected from Multnomah County in twenty years. Later, he served a term as State senator. In 1894 he was a candidate for the office of mayor of Portland. He is a director of the Merchants' National Bank, of Portland.

Personally, Mr. Inman is one of the most unassuming of men. He always has been, and still is, a worker and he never has felt it beneath him to hammer a saw or set up a planer or do anything by which his hand might facilitate operations in an emergency. His position in the company keeps him closely in touch with every man in its employ, for he is practically his own superintendent; and, though he has risen above the rank and file, he is still a member of the industrial army and has permitted no diminution of his sympathy with the man who works by the day in the humblest capacity.

Mr. Inman is a stalwart Hoo-Hoo and has shown an unvarying interest in the order since its inception. He was vicegerent for his State, later a member of the supreme nine and in 1895, when the Hoo-Hoo annual was held in Portland, a graceful tribute was paid to the Coast and to the individual himself by the choice of Robert David Inman for snark of the universe.



Henry L. Pittock

Taken as a whole, the history of the Pacific Northwest is a story of the men who conceive a business enterprise, who establish it, who nurture it and cause it to grow strong within themselves, and in so doing, enlarge the wealth and resource of all. The man whose individual effort has had much to do with the political, social and industrial development of the Lewis and Clark territory is Henry L. Pittock, of Portland, Oregon.

Henry L. Pittock was born in England in 1837, and came to the United States with his parents, with whom he lived in Pittsburgh, Pennsylvania, until 1852, and where he learned the printing trade. Not finding the Smoky City suited to his tastes, he joined an emigrant train in 1853, with which he crossed the great plains, reaching Oregon City, the metropolis of the Oregon country, after a wearisome journey. Finding no employment at that place, he went to the new city of Portland, where he was given a position as printer on the *Oregonian*, then a weekly paper. He created the present *Oregonian* by converting the weekly into a daily newspaper. The success of his paper was very evidently not a mere matter of chance, for when the editor and founder of the paper received the appointment of consul to the Hawaiian courts he transferred the paper to Mr. Pittock in lieu of money due the printer. At this time the *Oregonian* was a weekly journal and was continued as such until 1861, when Mr. Pittock started the *Daily Oregonian*. Through this paper was preached the country's greatness and the wealth of its resources. Not only was this advocated in principle, but also in practice.



HENRY L. PITTOCK

Henry L. Pittock

Taken as a whole the progress of civilization is due not so much to associated as to individual effort. Primarily, man builds for himself, the underlying principles of achievement being self-protection and individual well-being. But though man builds for the individual he does not build for that alone. The men who conceive a business enterprise, who establish it, nurture it and cause it to grow strong, enrich themselves, but, in so doing, enlarge the wealth and resource of all. One whose individual effort has had much to do with the political, social and industrial development of the Lewis and Clark territory is Henry L. Pittock, of Portland, Oregon.

Henry L. Pittock was born in England in 1837, and came to the United States with his parents, with whom he lived in Pittsburg, Pennsylvania, until 1852, and where he learned the printing trade. Not finding the Smoky City suited to his tastes, he joined an emigrant train in 1853, with which he crossed the great plains, reaching Oregon City, the then metropolis of the Oregon country, after a wearisome journey. Being unable to secure employment at that place, he went to the then little village of Portland, where he was given a position as printer on the *Weekly Oregonian*, from which has been evolved the present representative western daily newspaper. The newspaper business in that territory evidently was not a profitable vocation, for when the editor and founder of the paper secured the appointment of consul to the Hawaiian court he transferred the paper to Mr. Pittock in lieu of money due the printer. At this time the *Oregonian* was a weekly journal and was continued as such until 1861, when Mr. Pittock started the *Daily Oregonian*. Through this paper was preached the country's greatness and the wealth of its resources. Not only was this advocated in principle, but also in practice.

One of the first departures made was the purchase of a modern paper machine, which was bought in 1867, and set up on the Clackamas River, near Oregon City, Oregon. This was the first paper mill established in the northwest territory. In this connection it may be said that Mr. Pittock did not make his first purchase of timber for the manufacture of paper, for at that time the possibilities of wood pulp were unknown. In 1880 it was decided to enlarge the paper plant and the original structure was dismantled and a new and larger mill was built on the Columbia River, at Camas, a few miles above Vancouver, Clarke County, Washington.

Through his connection with the paper plant Mr. Pittock ultimately had forcibly directed to his attention the immense value of the timber of the Northwest, and it was at the Camas plant that he first became a factor in the timber market of the Pacific Coast. His keen foresight revealed to him that the timber of the Coast State was one of its principal resources and the one that would first be developed. He secured 4,000 acres of timber lands near Camas and built a sawmill on La Camas Lake, under the corporate title of the La Camas Mill Company. This mill was at first operated by water power. A railroad was built from La Camas Lake to the Columbia River to haul the lumber from the mill to a point accessible to vessels, which then afforded the best means of transportation. In furthering these enterprises Mr. Pittock invested about \$250,000, at that time a relatively larger outlay than it would be in the present day of colossal combinations of capital.

The launching of the La Camas mill enterprise marked Mr. Pittock's initiation into the lumber business and was the beginning of his timber holdings in Washington and Oregon, which today represent the title to or an interest in probably 40,000 acres of timber land. He has been a persistent and consistent buyer of timber land from that time to the present, and sincerely believes in the wealth-making future of the timber of the Pacific Coast states.

Mr. Pittock is president of the Washington & Oregon

Lumber Company, of Vancouver, Washington; vice president of the Willamette Valley Lumber Company, of Dallas, Oregon, the Skamania Logging Company, of Portland, Oregon, the Siletz Timber Company, of Dallas, Oregon, and the Salem, Falls City & Western Railway Company, and a director of the Charles K. Spaulding Logging Company, of Newberg, Oregon. His timber interests include a one-half interest in 300,000,000 feet of yellow fir held by the Skamania Logging Company; a one-fourth interest in 450,000,000 feet held by the Siletz Timber Company; a one-fifth interest in 750,000,000 feet held by the Charles K. Spaulding Logging Company, and scattered holdings aggregating 50,000,000 feet.

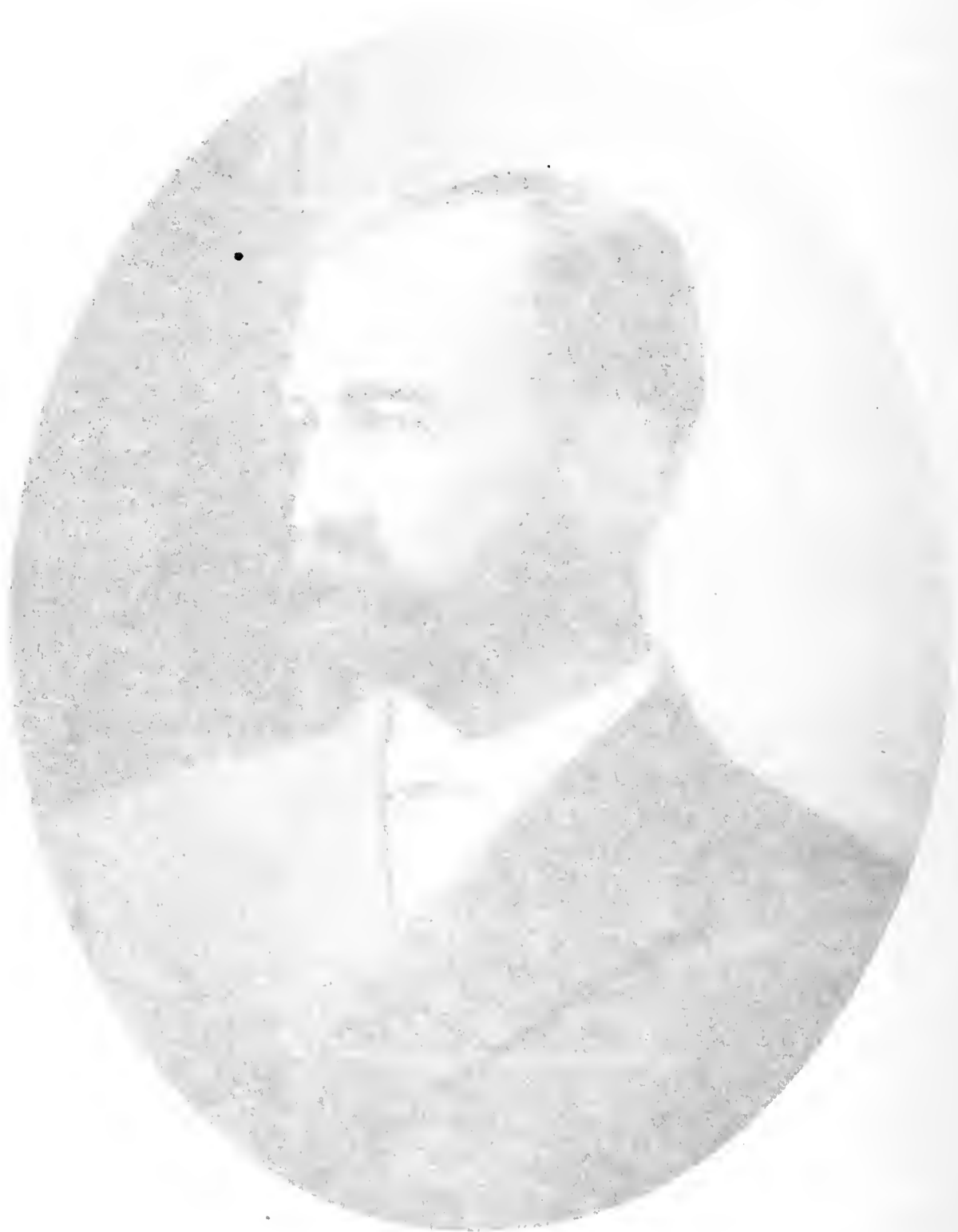
Mr. Pittock is a typical business man of the West whose interests are so intimately identified with it that it is difficult to segregate them. In addition to his timber holdings and logging interests he is a director in several representative banks; a vice president and heavy stockholder in the Columbia River & Northern Railway Company, which owns and operates a regular line of steamers plying between Portland and The Dalles; is president and half owner of the Western Transportation & Towing Company, of Portland, a concern which tows logs for the different sawmills; owns timber, steamboats and barges on the Columbia River, and owns and controls large real estate interests in the Northwest, particularly in and around Portland. He has a substantial interest in mines, especially those in the sections tributary to his field of active operations along other lines, notably in eastern and southern Oregon.

Any enterprise looking to the development of the country where he has made his home so long has "open sesame" to Mr. Pittock's time and attention and enlists the sympathies of his paper and is freely supported. His business judgment and his sound, common sense have played an important part in times of political crises, or of great political upheavals. He frequently has been consulted on matters of great moment and his advice always has been accepted and acted upon. Perfect

harmony exists between Mr. Pittock and H. W. Scott, the chief editor of the *Daily Oregonian*, and, while the paper expresses the editorial views of the latter, the final judgment of the two men has made the paper arbitrator of great as well as minor questions and its dictum is practically a finality.

Mr. Pittock's family life is one of the most pleasant. He married at Portland Miss Georgiana Burton, one of the adopted daughters of the West who reached it by the arduous and adventurous route across the plains, the daughter of a pioneer, who, as a leading architect, was exceedingly well and favorably known in Oregon's early history. A family of four daughters and one son has been reared by the couple. Mr. Pittock is a member of many clubs and a thirty-third degree Mason. The family are members of the Unitarian Church. Mr. Pittock finds rest and pleasure in traveling, and his trips have taken him all over the country.





FREDERICK WILLIAM LEADBETTER

Frederick W. Leadbetter

Modern ideas and modern methods are woven into the whole commercial fabric of the Pacific Coast. In this immense territory, whose resources are only nearing development, the men in charge of lumber affairs are of large caliber, in harmony with the works of nature with which they have to do. Besides, they are comparatively young men, as befits a new country. An example of the vigorous, aggressive men found on the Pacific Coast is Frederick W. Leadbetter, of Portland, Oregon.

Since Mr. Leadbetter has been a resident of Oregon—having gone there as a young man—he has advanced rapidly to an acknowledged position of importance and responsibility in the lumber industry of the Pacific Coast. He was not born in that section of the country, but in the years he has lived there he has witnessed a tremendous growth in its lumber business, and today he is identified with some of its principal lumber enterprises. His first investments were in timber, but in more recent years he has invested heavily in manufacturing projects. By persistent, painstaking methods Mr. Leadbetter has gained an eminent position and is looked upon as one of the staunchly conservative men of the Coast.

Frederick William Leadbetter comes of a family of lumbermen. His progenitors were residents of New England, where the lumber industry of the country had its inception. His grandfather, Horace Leadbetter, and the latter's brother, Lorenzo Leadbetter, were among the leading lumbermen on the famed Penobscot River, and later Lorenzo Leadbetter became one of the pioneers in the Michigan white pine section. Mr. Leadbetter's father was Charles H. Leadbetter, and his mother Annie (Comings) Leadbetter. He was born September 15, 1869, at Clinton, Iowa, where the family resided

at that time. Subsequently, his father and mother moved to New York, where the son made the acquaintance of mathematics, geography and English. He still was a youth when a move was made by the family from New York to San Jose, California, where he continued his studies at the normal school.

Mr. Leadbetter first became interested in the lumber business while engaged in the manufacture of paper. His initial venture was as the proprietor of a sawmill at La Camas, Clarke County, Washington. The mill was not of large proportions, but it was an investment of considerable importance to Mr. Leadbetter. Though he was not familiar with the details of sawmilling, he had a good business training, and, with his tact and energy and by placing many of the responsible details in more experienced hands, the venture proved a successful one.

Gradually, Mr. Leadbetter enlarged his interests and their scope so as to include timber propositions in Washington and Oregon. Then, as the production in those states increased, he became an investor in many producing plants. He early recognized the intrinsic value of the cedar, pine and larch forests of the Pacific Coast and secured holdings in various parts of Washington and Oregon. Later, he was drawn into other lumber manufacturing enterprises besides that at Camas, and today he is the owner of one comparatively small mill and has investments in many others.

He is interested in the following mills, the daily capacity of each of which is given: Portland Lumber Company, Portland, Oregon, 400,000 feet; Washington & Oregon Lumber Company, Vancouver, Washington, 300,000 feet; Charles K. Spaulding Logging Company, with mills at Newberg, Salem, Independence and McMinnville, Oregon, total 450,000 feet, and the Willamette Valley Lumber Company, Dallas, Oregon, 200,000 feet. He is vice president of the Washington & Oregon Lumber Company; treasurer of the Willamette Valley Lumber Company; the Siletz Timber Company and the Salem, Falls City & Western Railway Company, all of Dallas, Oregon; director of the Charles K. Spaulding Logging Company,

Newberg and Salem, Oregon; vice president of the Skamania Logging Company, Portland, Oregon, and president of the Mountain Lumber Company, Camas, Washington.

Among the mills named are several of the largest in that section of the country, where big mills are the rule. They all are of modern equipment and built in a substantial manner. All are backed by large timber holdings, sufficient to insure their operation for many years at the present volume of production. The largest of the mills make cargo shipments, and their product has been shipped to nearly every country on the globe. With the yearly increasing trade throughout the United States, particularly in the eastern section, a steadily widening business is assured.

In addition to the manufacturing interests enumerated, Mr. Leadbetter has large timber interests. He owns, personally, 200,000,000 feet of yellow fir in Clarke County, Washington; a one-half interest in 300,000,000 feet of yellow fir in Skamania County, Washington; a one-fourth interest in 450,000,000 feet held by the Siletz Timber Company in Polk County, Oregon; a one-fifth interest in 750,000,000 feet held by the Charles K. Spaulding Logging Company in Polk and Lane counties, Oregon, and 100,000,000 feet in scattered holdings.

These various interests of Mr. Leadbetter necessarily occupy much of his time, yet he is never too busy to consider any business matter which is laid before him. Though his main investments are in timber and lumber, he has others, being vice president of the Western Transportation & Towing Company, of Portland, Oregon, and first vice president and the largest holder of the stock and bonds of the Crown Columbia Pulp & Paper Company, of San Francisco, California. This concern operates mills at Camas, Washington, and Oregon City, Oregon, and has a daily capacity of seventy-five tons of finished paper.

Mr. Leadbetter married Miss Caroline T. Pittock, a daughter of Henry L. Pittock and Georgia Burton Pittock, at Portland, Oregon. Of this union have been born one boy and

three girls—Henry P., Georgia C., Dorothy Vose and Elizabeth Leadbetter. The family occupies a handsome home, beautifully appointed, in one of the delightful residential sections of Portland.

Mr. Leadbetter is president of the Portland Commercial Club and in that position he has worked faithfully to advance the development of the city. He is fond of social life and holds membership in the Arlington, Multnomah Athletic, Waverly Golf, Portland Rowing and the Portland Hunt clubs. His chief recreation is riding; and in the saddle for a gallop over the beautiful roads and hills in and about Portland Mr. Leadbetter finds recreation and healthy exercise. He is a member of the Episcopal Church. In politics he is a Republican, but has never taken more interest in campaigns and elections than any citizen who has the welfare of his city, state and country at heart.



Robert A. Gorman

There is one son of Rev. Robert Booth, who came from England to this country in 1830 and, in 1852, journeyed across the continent and up into the Oregon country, settling in Yamhill County. It was here that Robert A. Booth was born on May 15, 1858. When he was nine years of age his parents moved to Wilbur, in Douglas County, and there, later, he received his education at the old Umpqua Academy. During the summer he obtained employment on a farm and earned sufficient money to pay his way at school for a few months in the winter. When he was seventeen years old he began to teach country schools during the summer months, still pursuing his education at the academy in the winter. After graduating from the academy he entered a business college in San Francisco, in the fall of 1880, and completed his course there the next spring.

ROBERT A. BOOTH



ROBERT A. BOOTH

Robert A. Booth

In harmony with the great forest growths of the Pacific Coast are the characteristics of the men who are the leading exponents of the lumber industry of that section. Broad, stalwart and sound are they as are the giants of the woods. Among the men born in the vast empire made known by Lewis and Clark and who have attained success in their native domain is Robert A. Booth, of Eugene, Lane County, Oregon.

He is the son of Rev. Robert Booth, who came from England to this country in 1830 and, in 1852, journeyed across the continent and up into the Oregon country, settling in Yamhill County. It was here that Robert A. Booth was born on May 15, 1858. When he was nine years of age his parents moved to Wilbur, in Douglas County, and there, later, he received his education at the old Umpqua Academy. During the summer he obtained employment on a farm and earned sufficient money to pay his way at school for a few months in the winter. When he was seventeen years old he began to teach country school during the summer months, still pursuing his education at the academy in the winter. After graduating from the academy he entered a business college in San Francisco, in the fall of 1878, and completed his course there the next spring.

With a capital of \$103 he started out on his business career in 1879, at the age of twenty-one years, and engaged in merchandising in Yoncalla, in Douglas County, Oregon, with a brother. For nearly six years he remained there and during this time had his first experience in handling lumber, buying a little here and there from small log mills in the vicinity and selling it in the larger towns. In 1883, when the Oregon & California Railroad, now a part of the great Southern Pacific System, was being built through southern Oregon, between Roseburg, Oregon, and Redding, California, Mr. Booth fur-

nished considerable of the material required in the construction of the road. He bought and operated a little sawmill at that time.

In 1885 he sold the general store that he was then running at Yoncalla, Oregon, and his sawmill, and moved to Drain, in the same county, and was elected vice president of the Drain Academy and Normal School. This work left him leisure time in the evenings, and, being ambitious, for a time he taught a class in a commercial college at night. He was elected president of the academy the next year and held this position until 1888, when he resigned and went to Grants Pass, in Josephine County, southern Oregon, where he became book-keeper for the Sugar Pine Door & Lumber Company. This concern at that time was not large, its business being almost entirely local. For a year and a half he had charge of the office. During the latter part of 1889 he organized the First National Bank of Southern Oregon, and in January, 1890, it began business with Mr. Booth as its cashier, which place he held for ten years and was then elected its president, a position which he now holds. The bank started with a capital of \$50,000, but it has grown rapidly and is one of the largest financial institutions of southern Oregon.

When fire destroyed the plant of the Sugar Pine Door & Lumber Company at Grants Pass, in 1889, Mr. Booth went to work and reorganized the company, becoming a stockholder, director and its secretary. Also with him in the reorganization of the company were J. F. Kelly and George H. Kelly, brothers, who were, prior to that, employees of the concern, and who have since been associates of Mr. Booth in the Booth-Kelly Lumber Company. Mr. Booth was made manager of the reorganized company and he divided his time between the bank and the affairs of the mill.

A lease on the little sawmill plant of J. I. Jones, at Saginaw, Lane County, together with an option for its purchase, was obtained in 1897 by Mr. Booth, his brother and the two Kellys. The following year they executed their right of purchase and

incorporated the Booth-Kelly Lumber Company, with a capital of \$50,000. Soon afterward they added to their holdings of timber land in that vicinity and erected a second sawmill which gave the company a total capacity of 100,000 feet of lumber a day. Previous to this time, at Grants Pass, as stockholders of the Sugar Pine Door & Lumber Company, they had engaged in manufacturing sugar and white pine lumber. The Booth-Kelly Lumber Company was strictly a fir, or Oregon pine, concern. In 1898, owing to its business holdings being enlarged, the Booth-Kelly Lumber Company's capital was increased to \$250,000 and the following year it was further increased to \$1,000,000. Another sawmill, at Coburg, was leased in 1898 and the plant subsequently was purchased. In the early part of the following year the company went into negotiations with the Southern Pacific Company for the purpose of having a line extend from Springfield to the company's land on the Mohawk River, in Lane County. The terminus of the line was called Wendling. At Wendling the company built a large, complete and modern sawmill plant, equipped with the latest and best machinery, together with a planing mill, dry kilns and sheds.

In 1901 the company purchased a sawmill at Springfield, Oregon, and one at Harrisburg, Linn County. As the company's holdings increased rapidly it was found necessary to increase its capital, and in December, 1901, the capital was made \$1,250,000. With its mills at Springfield and Harrisburg the company has a capacity of 1,000,000 feet daily. In May of 1902 the company closed a deal whereby it secured the ownership of the Oregon Central Military Road grant, covering some of the finest timber in Oregon. Prior to November 1, 1899, Mr. Booth was a director of the Booth-Kelly Lumber Company, but is now its manager.

In 1902 Mr. Booth organized the Oregon Land & Live Stock Company and became its president and manager, a position he still retains. This company owns about 700,000 acres of land in southeastern Oregon, of which more than

one-seventh, or 100,000 acres, is covered with fine soft pine.

Mr. Booth, in December, 1901, in conjunction with others, bought the Douglas County Bank, at Roseburg, of which he is president. He also is vice president of the Grants Pass Banking & Trust Company. He is a stockholder in the Northwest Door Company, of Portland, and is the owner of considerable farm land in southern Oregon.

Mr. Booth is an active worker in the Republican party of Oregon, having been a delegate to every state convention since he was old enough to vote, and was chairman of the Republican state convention in April, 1902, at which time he declined the urgent invitation of his friends to become a candidate for Governor. He attended the Republican National Convention in St. Louis, in 1896, as a delegate from Oregon. In 1900 he was elected a state senator from the sixth senatorial district, embracing Douglas, Josephine and Lane counties, for a term of four years. He was reëlected to the same position at the end of his first term, four years later.

He is a member of the Methodist Episcopal Church and for nearly twenty years has been a superintendent in its Sunday school. At present he is a member of the Humphrey Memorial Church, at Eugene. He represented the laymen of the Oregon Conference at the General Conference held at Cleveland, Ohio, in 1896, and again at the session held at Los Angeles, California, in 1904. He was appointed by the Board of Bishops of the church in 1905 as a member of a commission on the unification of the publishing interests of the church. He is a regent of the Central Oregon Normal School, at Drain.

Mr. Booth married Miss Clitona La Raut, of Douglas County. The couple has had four children, three of whom survive—two sons and one daughter—Roy, Floyd and Barbara Booth.



George X. Wendling

In the newer countries of the West, where the opportunity for making money is so great, it is not surprising that many young men have come to the Pacific Coast, where they have found a new field of activity. Many of these young men are of moderate means, but by careful management of their business and by proper diligence, have pushed themselves to the front in a business way. A type of the successful and enterprising exploiters of the wonderful forests of the Golden State is George Xavier Wendling, of San Francisco, California.

He is a man still comparatively young, but one who has already made his mark as a lumberman. He does not belong to the class which has recently engaged in business in California, yet he is not one of the old timers, having gone from the middle West to the newer country only about eighteen years ago. He is full of pluck and untiring energy, and by dint of perseverance and careful attention to his business has extended his interests widely.

George X. Wendling was born in New York September 13, 1868. His father was a German, but he has a trace of French blood. He is a native of New York, but Wendling rightly claims to be a "Yankee." His parents moved to California in 1880, where he grew up and attended the common schools. His lumber experience dates from the time when he was twelve years of age. He had not acquired much of a reputation when he entered the employ of the C. W. Goodrich Lumber Company in one of its retail yards at Weir City, near Kansas. (With George E. Ware was manager. He worked about the yard and in the office for three years and then became assistant manager of the retail



GEORGE XAVIER WENDLING

George X. Wendling

In the newer lumber producing sections of the country that have been opened up in comparatively recent years, the younger generation of lumbermen has found the needed opportunity for distinguishing itself. This is particularly true of the Pacific Coast, where there are many instances of young men, originally of moderate means, or none at all, who, by careful attention to business and by proper diligence, have pushed themselves to the front in a business way. A type of the successful and enterprising exploiters of the wonderful forests of the Golden State is George Xavier Wendling, of San Francisco, California.

He is a man still comparatively young, but one who has already made his mark as a lumberman. He does not belong to the class which has recently engaged in business in California, yet he is not one of the old timers, having gone from the middle West to the newer country only about eighteen years ago. He is full of pluck and untiring energy, and by dint of perseverance and careful attention to his business has extended his interests widely.

George X. Wendling was born in New York September 12, 1861. Away back in his family tree is a trace of French blood, though it is so remote that Mr. Wendling rightly claims to be what is commonly termed a "Yankee." His parents moved to Keokuk, Iowa, in 1864, where he grew up and attended the common schools. His lumber experience dates from the time when he was fifteen years of age. He had not acquired much of an education when he entered the employ of the C. W. Goodlander Lumber Company in one of its retail yards at Weir City, eastern Kansas, of which George E. Ware was manager. He worked about the yard and in the office for three years and then became assistant manager of the retail

yard of the Long-Bell Lumber Company at Cherryvale, Kansas, where Mr. Ware was manager, remaining there less than a year. He then was made manager of the Long-Bell Lumber Company's yard at Walnut, Kansas, where he remained two years, being then transferred to another yard of the company at Caldwell, Kansas.

His early experience was, therefore, along the lines of managing and conducting retail lumber yards in Kansas during the years when the Sunflower State was growing and consuming a vast amount of lumber. This experience proved very valuable to Mr. Wendling, so when in January, 1888, he went to California, it was but natural that he should engage in the retail lumber business, his first connection being with the firm of Prescott & Pierce, retail lumbermen at Fresno. After spending two and a half years with that firm Mr. Wendling decided to engage in business for himself, and his plans resulted in the formation of the Wendling Lumber Company, at Hanford, California. E. H. Cox, now manager of the Madera Sugar Pine Company, Madera, California, was president of the Wendling Lumber Company and Mr. Wendling was its vice president and manager. The concern had a capital of \$100,000. Associated in this company were Messrs. Cross and Augsburg.

The Wendling Lumber Company established yards at Hanford, Armona, Bakersfield and Kern. These yards were situated in central California in a great fruit growing region with a large market for fruit boxes, and the company supplied a large part of the demand for this material, becoming interested in the box business in this way. February 10, 1897, Mr. Wendling assumed the management of the Pine Box Manufacturers' Agency, which had just been organized by a large number of the pine box manufacturers of the State. His experience in handling boxes was of great value to the new organization, which he had assisted in forming, and during the time he was manager he developed its business, worked out its tariffs and systematized its affairs so that when he resigned the management, November 4, 1899, in order to devote more of his time

to his own personal interests, the organization was in excellent running order.

In May, 1904, the Pine Box Manufacturers' Agency was reorganized and formed into the California Pine Box & Lumber Company, of which Mr. Wendling was elected first vice president. Mr. Wendling is president of the Pacific Door Association, which was organized in November, 1905, for the purpose of taking the entire production of the manufacture of stock doors for eastern shipments.

On leaving the box agency Mr. Wendling reorganized the Wendling Lumber Company and increased its capital to \$500,000, of which \$200,000 was issued and paid in. He and his associates, Messrs. Cross and Augsbury, bought the interest of Mr. Cox in the company and Mr. Wendling then became its president. Since the early part of 1900 the Wendling Lumber Company has paid particular attention to building up an extensive carload business in redwood, California pine and northern fir lumber and redwood shingles. Early in 1902 Mr. Wendling and C. M. Cross bought the interest of Mr. Augsbury, and sold to Mr. Augsbury the company's retail yards in Bakersfield and Kern. Mr. Wendling is president of the company and the other officers are C. M. Cross, vice president, and H. Nathan, secretary and treasurer.

During the last two years Mr. Wendling has acquired several other lumber interests, among which is the Stearns Lumber Company, of which he is vice president. This concern was organized in May, 1905, with an authorized capital of \$300,000, of which all the stock is paid in. The company has a saw and shingle mill at Wendling, Mendocino County, California, cutting 60,000 feet of redwood lumber and 200,000 shingles a day.

In April, 1903, Mr. Wendling was instrumental in organizing the Weed Lumber Company, of which he is president. This company is capitalized at \$2,000,000, of which \$1,300,000 in stock has been issued. C. M. Cross is vice president of the company and H. Nathan, secretary and treasurer. The company is the owner of 75,000 acres of timber land covered en-

tirely with white pine and having many miles of standard gauge logging railroad. The company's timber is free from fir, being probably the only tract of this size in the State which runs exclusively to white pine. The sawmills, with a capacity of 60,000,000 feet annually, are located at Weed, Siskiyou County, California, on the Southern Pacific Railway. The plant consists of two sawmills with a combined capacity of 250,000 feet of lumber a day. In addition the company has a box factory, with a daily capacity of 100,000 feet, and a sash and door factory with a daily output of 1,000 doors, 2,000 windows and 60,000 feet of boxes.

Mr. Wendling has applied his forceful, energetic mind to a study of the lumber industry in all its ramifications. Nothing connected with any phase of it is too small or too large to escape his attention. His careful analysis of the conditions of the present and his thorough understanding of the contingencies or the possibilities of the future have contributed much toward his success. He is cautious in taking up any new enterprise, but, once having consented to engage in any undertaking, is an indefatigable worker for its success. His knowledge of conditions is not based upon superficial observation but is the result of his acquaintance with the principles of the industry, and his varied personal experience covering every inch of the ground from the time the lumber is manufactured until it is sold to the consumer.



Jacob G. Jackson

In the pioneer days of the gold seekers who were to be found in every American State and Territory, the country between the Rocky Mountains and the Pacific Ocean was a vast and unexplored wilderness. Among these gold seekers, under the most favorable circumstances, was drawn into the lumber manufacturing business. The operation over which he toiled and which he brought to the first stages of success, lives as a fitting monument to his achievements. This pioneer was Jacob Green Jackson, of San Francisco, California, who passed away April 17, 1901, at the ripe age of eighty-four years.

He was one of the first to recognize the vast wealth in the redwood forests and was among the earliest to draw upon this virgin resource of nature. The operations which he started forty-five years ago and the company which he later organized are carrying on business today under the competent management of his daughter, who has been able to bring to a successful conclusion the plans and purposes of her pioneer parent.

Jacob G. Jackson was born March 16, 1817, at East St. John, Vermont, and came of Revolutionary stock. His father was John Jackson, and his grandfather Samuel Jackson, who fought at the battle of Bunker Hill with the patriots. At the age of ninety-six years of age, and Jacob G. Jackson was younger in age than any of his brothers. His youth was marked by the early death of his mother, he was sent to Maine where he received some schooling, and then to Providence, Rhode Island, where his father was engaged in the coal and shipping business. At the age of twenty years he was in charge of the trading of the business, subsequently being advanced to the position of partner and shipper of

JACOB GREEN JACKSON



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In the pioneer days of California, with the gold seekers who were flocking to the newly discovered Eldorado went others who engaged in business in the new country between the Sierra Nevada Mountains and the sea. Among these gold hunters was a man who, by untoward circumstance, was drawn into the lumber manufacturing business. The operation over which he toiled and which he brought to the first stages of success, lives as a fitting monument to his achievements. This pioneer was Jacob Green Jackson, of San Francisco, California, who passed away April 17, 1901, at the ripe age of eighty-four years.

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Jacob G. Jackson was born March 16, 1817, at East St. Johnsbury, Vermont, and came of Revolutionary stock. His father was Elijah Jackson, and his grandfather Samuel Jackson, who fought bravely at the battle of Bunker Hill with the patriots. His father lived to be ninety-six years of age, and Jacob G. Jackson died at a younger age than any of his brothers. His people were farmers, but by the early death of his mother he was sent to live with an aunt in Maine, where he received some schooling. Later, he went to Providence, Rhode Island, where his brother, Samuel Jackson, was engaged in the coal and shipping business. At sixteen years of age he was in charge of the transportation end of the business, subsequently being advanced to the position of agent, buyer and shipper of

coal between Philadelphia and Providence. Mr. Jackson later became a resident of Salem, Massachusetts, where he was a manufacturer of rubber. After losing his plant by fire, he disposed of his patents and the secrets of his process of manufacture to the Goodyear interests, and, in December, 1851, went to California, crossing the Isthmus of Panama. The responsibilities assumed so early in life formed a character at once enterprising and self-reliant, with a matured understanding and judgment, which, though methodical and slow, was sure and safe in all business ventures.

His brother, Samuel Randall Jackson, had preceded him to the Pacific Coast, and when Jacob G. Jackson arrived in California, intending to go into another business, he found that his brother, who had engaged in the lumber and shipping business with Asa M. Simpson, had been on a vessel which was wrecked along the northern coast, and was supposed to have lost his life. So Jacob G. Jackson took his brother's place in the business, and the firm remained Simpson & Jackson. Although Samuel R. Jackson subsequently returned alive, he soon left for his old home in the East and Jacob G. continued in the lumber business with Mr. Simpson. He made a voyage to Australia with a cargo of lumber on one of the firm's vessels, and, losing the master there, Mr. Jackson sailed the vessel back to San Francisco in command. He thus acquired the title of captain, which was thereafter accorded him through life. He also shipped a cargo to British Columbia during the mining excitement on the Fraser River in the early days and there remained in business for a time.

In 1861, Captain Jackson severed his connection with Mr. Simpson, and with two men, Messrs. Kelly and Rundell, entered into a partnership to manufacture lumber in Mendocino County, California, north of San Francisco, on Caspar Creek. A few months after this enterprise was inaugurated he bought the interests of his associates, and, in 1862, completed the sawmill and began producing redwood lumber, the concern being known as the Caspar Lumber Company. The

mill was located at a point on the Coast called Caspar, at the mouth of Caspar Creek. In November, 1881, the company was incorporated with a capitalization of \$400,000, but Captain Jackson continued almost the sole owner until his death.

Soon after the death of Captain Jackson, in 1901, the presidency of the company was assumed by his daughter, Mrs. Abbie E. Krebs, who is still the executive head of the concern. The Caspar Lumber Company, which Captain Jackson founded, has a double band mill at Caspar, with a daily capacity of 100,000 feet of redwood lumber, and a railroad about fifteen miles long connecting the plant with the 80,000 acres of redwood timber land owned by the company, and of which 30,000 acres have not yet been invaded by the logger. The railroad in recent years has been extended out on the south fork of the Noyo River, and, in order to reach timber that will last the mill forty years, it was found necessary to construct a tunnel 800 feet long, mostly through rock, at a cost of \$80,000. The road is known as the Caspar, South Fork & Eastern Railway, of which Mrs. Krebs is president.

The company owns two steam schooners—the *South Coast* and the *Samoa*—which are used in transporting lumber from Caspar to San Francisco Bay, a distance of 128 miles, and also to southern California ports. The lumber is loaded on the vessels by a wire chute from a cliff, the topography of the ground and harbor making this method the most practicable one. The company has two merchandise stores, and is well equipped in every way to manufacture lumber on a large scale. Since Mrs. Krebs has had the management of the company its timber land holdings have been greatly increased, thus bringing the Caspar Lumber Company to the front rank of producers. The business has been expanded commensurately by interests secured in allied capitalized companies, organized and conducted for the milling, manufacture and more extended sale of redwood lumber and its kindred products in the California and eastern markets. A progressive and enterprising spirit, combined with thorough business acumen, has

earned for Mrs. Krebs the approval and esteem of the oldest and ablest lumbermen on the Coast. She is credited with knowing the business and conducting it in a businesslike manner. She participates as a member of several boards of directors in the decisions of affairs involving large vested interests, to the marked satisfaction of her conferees and commanding their respect as an entire equal in business ability and experience.

This expansion of the field of distribution of redwood is a realization of Captain Jackson's earlier ideas, which naturally find an enthusiastic exponent in the daughter, who is endowed with so many of the personal qualities of her father. The offices of the Caspar Lumber Company are on the eighth floor of the Kohl Building, San Francisco, and the president's private office is always accessible to those having business.

While a resident of Providence, Captain Jackson, in 1840, at the age of twenty-three years, married Miss Elvenia D. Durgin, of Sanbornton Bridge, New Hampshire.

APPENDIX 1: DATA COLLECTION

1.0 INTRODUCTION

1.1 OBJECTIVES

1.1.1 General

1.1.2 Specific

1.1.3 Detailed

1.1.4 Summary

1.1.5 Conclusion

1.1.6 Appendix

1.1.7 References

1.1.8 Acknowledgements

1.1.9 Glossary

1.1.10 Abbreviations

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Daniel H. McEwen

Perseverance in the face of great obstacles is the power that has turned the wheels of progress in science, art and industry. The world would be without the inestimable contributions and discoveries of modern times, the invaluable work of inventors, engineers, painters and sculptors, were it not for perseverance; and it is this quality which has dominated the men who have wrought immense industrial changes which have redounded to the benefit of mankind. It is the spirit that impels a man to push forward where others would hesitate at what appears to be a hopeless undertaking that eventually lifts him above the rank and file of ordinary thinkers and doers. Daniel H. McEwen, of San Francisco, California, belongs to this persevering class.

His life has been one of earnestness of purpose and of unfailing will. His early existence was a struggle, for he was a poor lad deprived of the common necessities of education and sustenance, and the success which has attended his efforts is, therefore, all the more remarkable.

Mr. McEwen was born February 22, 1849, at Wellsboro, Otsego County, New York. His father having come from the north of Scotland and his mother, of English descent, being a native of Vermont. When his father returned in the Federal army in 1862, leaving only a minor part of age and the price of his bond, he found his wife and children in a state of poverty. For a year he worked as a hired hand at thirty-five cents a day. At the age of sixteen he secured work driving mules on the tow-path of the Susquehanna Canal from Williamsport to Philadelphia and Baltimore. He afterward secured a position as clerk in a grocery store in Williamsport.

Early in 1865, believing his services were needed by his country, he enlisted in the Federal army and served nine



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Mr. McEwen was born February 22, 1849, at Wellsboro, Tioga County, Pennsylvania, his father having come from the north of Scotland and his mother, of English descent, being a native of Vermont. When his father enlisted in the Federal army, in 1861, Daniel, then twelve years of age and the eldest of six sons, became the breadwinner for the family. For a year he worked in a brickyard at thirty-five cents a day. At the age of thirteen he secured work driving mules on the tow-path of the Susquehanna Canal from Williamsport to Philadelphia and Baltimore. He afterward secured a position as clerk in a grocery store at Williamsport.

Early in 1865, believing his services were needed by his country, he enlisted in the Federal army and served nine

months, being mustered out at Harrisburg, Pennsylvania, in the autumn of 1865.

The following year his lumber experience began. For three years he worked in sawmills at Williamsport by day and attended night schools in the evening, thus concurrently securing both his lumber and his general education. During the winters he worked in the woods, scaling logs and keeping time. In 1870 he went to Annapolis, Maryland, where he managed a retail lumber yard for Smith & Phillips. In 1872 he returned to Williamsport and entered the employ of Peter Herdic, the master mind of a dozen large enterprises, and was general superintendent of his manufacturing operations, looking after the business from the woods to the market. When Mr. Herdic failed, several years later, Mr. McEwen lost all his savings.

He was bitterly disappointed, but not crushed, as he saw the careful accumulation of years swept away by a single blow. His inherent manliness and perseverance immediately asserted themselves and he turned his back upon the scene of the failure and set his eyes toward the more promising fields of the West. He went to Minnesota and became superintendent for the old C. N. Nelson Lumber Company, at Knife Falls, now Cloquet. Mr. McEwen built the first large mill of the company at that point, as well as the boom in the St. Louis River. He also laid out the lumber yard and town site, where fifty houses were built during the four years of his connection with the firm.

In 1884 Mr. McEwen associated himself with Captain H. M. Paine and William McNair, of Minneapolis, Minnesota, and built and operated the large water power mill of the Cloquet Lumber Company. In 1885 Mr. McEwen disposed of his interest to his associates and moved to Duluth. In the fall of 1886 he engaged in the wholesale lumber business and in the following year moved his headquarters to St. Paul, associating himself with J. E. Glass, the firm being Glass & McEwen. Four years later they moved to Minneapolis and a year later dissolved partnership.

Mr. McEwen then associated himself with W. P. Murray, of Minneapolis, and McEwen & Murray, Limited, built a large sawmill in Louisiana and engaged in the manufacture of cypress lumber. Mr. McEwen spent several years in the South in charge of these operations. During this time he bought for himself and his associates 36,000 acres of Louisiana cypress timber land, which has since then been sold.

It is not unlikely that Mr. McEwen would have continued his operations in the South, and, in time, have become a leader in production in that section of the country, had not circumstances ordained another move. The climate of the Gulf Coast did not agree with the health of his family, and, in 1895, rather than incur any risk, he gave up manufacturing and went to Chicago, where he engaged in the wholesale lumber business. But this change did not bring about the desired effect, and he took his family to southern California, where he enjoyed a rest of two years, and there he now owns one of the best producing orange groves in that section.

During this period Mr. McEwen traveled through California and became not only interested in the timber resources of the Coast, but impressed by the same, as well. Among his friends were several San Francisco and Sacramento capitalists who were alive to the possibilities of the future in the manufacture of sugar pine and white pine. In 1900 Mr. McEwen became a prime mover in the organization of the Eldorado Lumber Company. This concern bought the sawmill, railroad and timber holdings of the American River & Lumber Company, in Eldorado County, and Mr. McEwen was made vice president and general manager by reason of his experience in the manufacturing line. In improving the property and modernizing the operation he built two sawmills, a large planing mill and constructed twelve miles of railroad, in addition to establishing a fine lumber storage yard. With the new equipment the capacity was increased so as to give a daily output of 100,000 feet of lumber.

Mr. McEwen is the inventor and was the constructor of

the largest, highest and longest wire rope cable in the world. This gigantic undertaking has been a complete success. The aerial railway crosses the American River. The cable is 2,650 feet long and is operated at an elevation of 1,050 feet above the stream. A car crosses in two and a half minutes, and ten minutes is required for the round trip, transporting 6,000 feet of green lumber. It is possible, therefore, to shift 24,000 feet of lumber an hour from one side of the canyon to the other. In the first three years of its operation, 70,000,000 feet were thus transported across the chasm.

In November, 1905, Mr. McEwen incorporated the D. H. McEwen Lumber Company, of San Francisco, of which he is the president, with mills in Sonoma County, to manufacture redwood and fir lumber. He bought, during 1905, 125,000,000 feet of redwood timber, which is the best and nearest body of first-class redwood timber to San Francisco, being only eighty miles distant from the Golden Gate. Eight miles of railroad permit of shipments being made by rail and water.

Mr. McEwen married in 1875, in Pennsylvania, Miss Flora E. Else, and they have a family of three children, consisting of two daughters, Elsie and Josephine, and a son, Murray McEwen. Mr. McEwen retains his orange ranch in southern California, but decided, for business reasons, to make his permanent home in San Francisco, and with this object in view built a beautiful home in Burlingame, a suburb and one of the fashionable residence sections of California. He is a great lover of his home and it is there, surrounded by his family, that he finds his greatest enjoyment in life.



William D. Wadley

Although Mr. Wadley is a native of another nationality, he has acquired the characteristics of success which are common to all who have achieved it.

It is a well-known fact that the pressure is felt in the business world which renders it difficult for the plunger to keep up with the profession, and, as time is worth more than anything else on the market, he who can save any of this valuable adjunct to success finds those who recognize his worth and are willing to pay its equivalent. One who has recognized the value of time and who has profited thereby is William Daniel Wadley of San Francisco, California.

Although he is yet on the sunny side of the meridian of life, Mr. Wadley is a remarkable man in many respects. His has not been a life made easy by a rich, indulgent father. The proverbial golden spoon never has shed its baleful influence upon him, but he has been a barefooted boy, driving a sawdust cart, and a hard worker, and a force in one of the largest lumbering concerns in the State, he has been the architect of his own success.

William Daniel Wadley, of Arkansas, D. M. Wadley, moved from Jackson, Tennessee, to Arkansas, before the Civil War, and took an active part, having been a member of the ranks of the Confederates. At the close of the war the Wadley family moved to Arkansas, where the senior member of the family engaged in the manufacture of lumber in connection with several members of the Allen

WILLIAM DANIEL WADLEY



WILLIAM DANIEL WADLEY

William D. Wadley

Although all Americans, and the intelligent of most other nationalities, are willing to grant to the plodder the measure of success consistent with the effort put forth, still there is a disposition in the business world to demand immediate returns for expended energy. A decided pressure is felt in the modern manner of doing business, which renders it difficult for the plodder to keep up with the procession, and, as time is worth more than anything else on the market, he who can save any of this valuable adjunct to success finds those who recognize his worth and are willing to pay its equivalent. One who has recognized the value of time and who has profited thereby is William Daniel Wadley of San Francisco, California.

Although he is yet on the sunny side of the meridian of life, Mr. Wadley is a remarkable man in many respects. His has not been a life made easy by a rich, indulgent father. The proverbial golden spoon never has shed its baleful influences over his life, robbing his efforts of their individuality; but from the time he was a barefooted boy, driving a sawdust cart, until today, as the active force in one of the largest lumbering enterprises in the Golden State, he has been the architect as well as the builder of his own fortune.

William D. Wadley is a product of Arkansas. D. M. Wadley, the grandfather of W. D. Wadley, moved from Jackson, Tennessee, to Marshall, Texas, shortly before the Civil War, in which struggle he bore an important part, having been in charge of the gunpowder works of the Confederates at Marshall. Shortly after the close of the war the Wadley family moved to Arkadelphia, Arkansas, where the senior member of the house engaged in the manufacture of lumber in connection with several members of the Allen

family, among the latter being H. J. Allen, W. B. Allen, E. T. Allen and one or two others. W. D. Wadley's father, W. G. Wadley, the son of the powdermaker, assisted his father in the operation of the mill. The relations between the two families who owned and operated the mill were very close and became more intimate after the marriage of W. G. Wadley and Miss Emily Allen. Born to this couple, on August 30, 1872, was a son, William Daniel Wadley. The parents of the child resided at Arkadelphia at this time and continued to live there until the boy was a healthy lad of five summers.

In 1877 Allen Bros. moved their planing mill to Texarkana, and it was there that the Wadley family took up its residence and where young William laid the foundation for his education, passing creditable examinations in the grammar and high school of Texarkana. A few years later—1885—Allen Bros. built a sawmill and a planing mill at Queen City, Texas, about two miles northeast of Atlanta, Texas, on the Texas & Pacific Railway.

Here began Mr. Wadley's first active connection with the production of lumber, and since then he has been steadily engaged in the industry. His services at the plants of Allen Bros. embraced labor in every department. After his graduation from the station of a sawdust cart driver he was given a position as fireman on his father's locomotive, which pulled a train on one of the first logging roads built in that part of Texas. About this time, between 1885 and 1887, a partnership was entered into between the senior Wadley and Allen Bros., the firm taking the title of Allen Bros. & Wadley.

Young Wadley continued in the employ of the firm and gradually worked his way up through the successive stages of lumber manufacture, serving as feeder of the planing machine, as a grader and in numerous other capacities. His work was interrupted in 1887 in order that he might take a course in methods of transacting business, which was studied at Draughton's Business College, at Atlanta, Texas. After finishing this

course he returned to Queen City, where he kept the books for the firm until the scarcity of its timber supply compelled the seeking of a new location to carry on operations. Allentown, Louisiana, was decided upon, and in 1891 the firm was actively engaged in operating its plant at that place. The town is located on the Louisiana & Nickel Plate road, forming a line of communication from the Vicksburg, Shreveport & Pacific, at Wadley Junction, to a point a few miles north of Allentown.

Young Wadley's business education was supplemented by a special course at the Southeastern University, at Georgetown, Texas, which was completed in 1892. Upon his return to Allentown, although only twenty years of age, he assumed complete charge of the office of the firm, in which he had secured an interest several years before. No change in the personnel of the firm took place until 1894, when the style was changed to Allen Bros. & Wadley, Limited, which company was organized with W. D. Wadley as secretary and treasurer.

Notwithstanding the demands on his time in consequence of his official position with the company, Mr. Wadley was able in the succeeding years to help organize and keep in operation two other companies as well. One of these was the Bienville Lumber Company, which was organized, in 1900, at Alberta, Louisiana, a town twenty-two miles southeast of Sibley, at the intersection of the Louisiana & Arkansas Railway with the tracks of the Vicksburg, Shreveport & Pacific. Mr. Wadley was president of this company, which operated a mill with a capacity of 75,000 feet of lumber daily. In 1901 he was instrumental in organizing the Allen-Wadley Lumber Company to do a wholesale business for the purpose of disposing of the cut of the mills at Alberta and Allentown. He was president of this concern also.

The scene of Mr. Wadley's greatest success and also of his present activities is laid in California. The possibilities in the great redwood country attracted his attention and in 1903 he secured an interest in what is now the Empire Redwood Com-

pany. The officers of the concern are C. T. Crowell, president; E. W. Davies, vice president, and W. D. Wadley, secretary and treasurer. The mill plant of the company is located at Gualala, Mendocino County, California, the mills having a daily output of 100,000 feet. Mr. Wadley, as manager of the mill, has been responsible, in a large measure, for the heavy increase in the volume of business since he took hold of the operations.

Mr. Wadley married Miss Mamie Rogers, of Queen City, Texas, the sweetheart of his boyhood, December 12, 1896. The couple has one child, a daughter, born November 6, 1898.

He is a member of the Scottish Rite bodies and is a consistent Mason, is a member of the Albert Pike Cathedral, Little Rock, Arkansas, and of Sahara Temple, of the Mystic Shrine, at Pine Bluff, Arkansas.



Charles S. Keith

The man and his work hang together. The man is so is the thing he does or makes. The impression we get from observing the man and what he does, separately or in combination, gives us our estimate of his character. As to the man, we find it in his face, his attitude, his manner and what expression he gives to that which lies within. As to his work we judge it by good ends accomplished, by its order and systematic progress and, if it be a work which involves financial matters, we judge of it by the profits accruing. A man who in his own personality and in the work he has done, is worthy of a place in this volume is Charles S. Keith, of Kansas City, Missouri.

He is the executive head of one of the largest lumber and coal producing and distributing organizations in the United States—the Central Coal & Coke Company, a corporation favorably known in business circles in nearly every state in the Union. This great company is not the creation of Mr. Keith, for it is older, in fact, than he is, but so long has he been its head that what it is today very largely represents his constructive and executive ability.

Charles Smith Keith was born January 28, 1854, in Kansas City, Missouri. From early age he has always made his home and whose welfare he has at heart. His father, the late Colonel Richard B. Keith, made Kansas City his home upon the close of the Civil War, in which he had served with honor in the army of the Confederacy. He was a soldier and a soldier a strong man, mentally and physically, and in addition to possessing the traits of industry and perseverance, he was trained to hardship, so that when he began a modest coal business he was prepared to carry it through despite any obstacles he might encounter. The outgrowth of the yard established by Colonel



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Keith on Buff Street, Kansas City, in 1871, is the now great Central Coal & Coke Company.

In Charles S. Keith's boyhood days there was nothing particularly to mark his individuality beyond that of other lads of his period, unless it might have been the special energy and enthusiasm with which he played the games of youth during the years he studied in the various grades of the public schools. Subsequently, he entered St. Mary's College, at St. Mary's, Kansas, and completed his education with a course at Fordham University, Fordham, New York. All these years his father had been planning for the young man's future, anxiously awaiting the day when he might begin his active training for a business career.

Young Keith was ready to begin his commercial life at the age of eighteen years. In 1891 he entered the service of the Central Coal & Coke Company, of which concern his father was president, and was assigned to a clerkship in the auditor's office at Kansas City. He was accorded no privileges or shown any preference over his fellow employees, his father being determined that the young man should make his own way up the ladder of success by his own ability and pluckiness. Nine months' work in the Kansas City office qualified Mr. Keith for duty at the mines in Missouri and Kansas, where he devoted one year to studying mining and practicing engineering. While nominally a clerk, he took advantage of every opportunity to learn the practical side of the business by entering the mines and studying every phase of the operations that came under his observation. All the time he was fitting himself for more responsible duties which would devolve upon him when he should prove capable of discharging them.

The first promotion came to Mr. Keith after he had spent a half year in Missouri. He was made traveling sales agent of the company, in which capacity he familiarized himself with the industrial conditions of the Southwest. At the end of three years he was again advanced, this time to the position of general sales agent of the coal department. During this

period the Central Coal & Coke Company had been acquiring title to thousands of acres of yellow pine timber lands in Arkansas and Texas. Mr. Keith took particular interest in this branch of the business. With his usual care he studied the field closely, learned the methods of milling and reached the conclusion that the lumber industry held almost unlimited possibilities of development. So thoroughly did he grasp the details of the lumber business that, in 1896, he was appointed general sales agent of the lumber department in addition to holding the same relative position in the coal department.

Five years later Mr. Keith was made assistant general manager and general sales agent. He was well equipped to assume these duties, the eleven years spent in the service of the company having given him ample experience. In 1902 the company lifted part of the load carried for so many years by Colonel Keith as general manager, by appointing his son to that position. Upon the death of his father, in 1906, Mr. Keith became vice president of the company, continuing in the capacity of general manager as well.

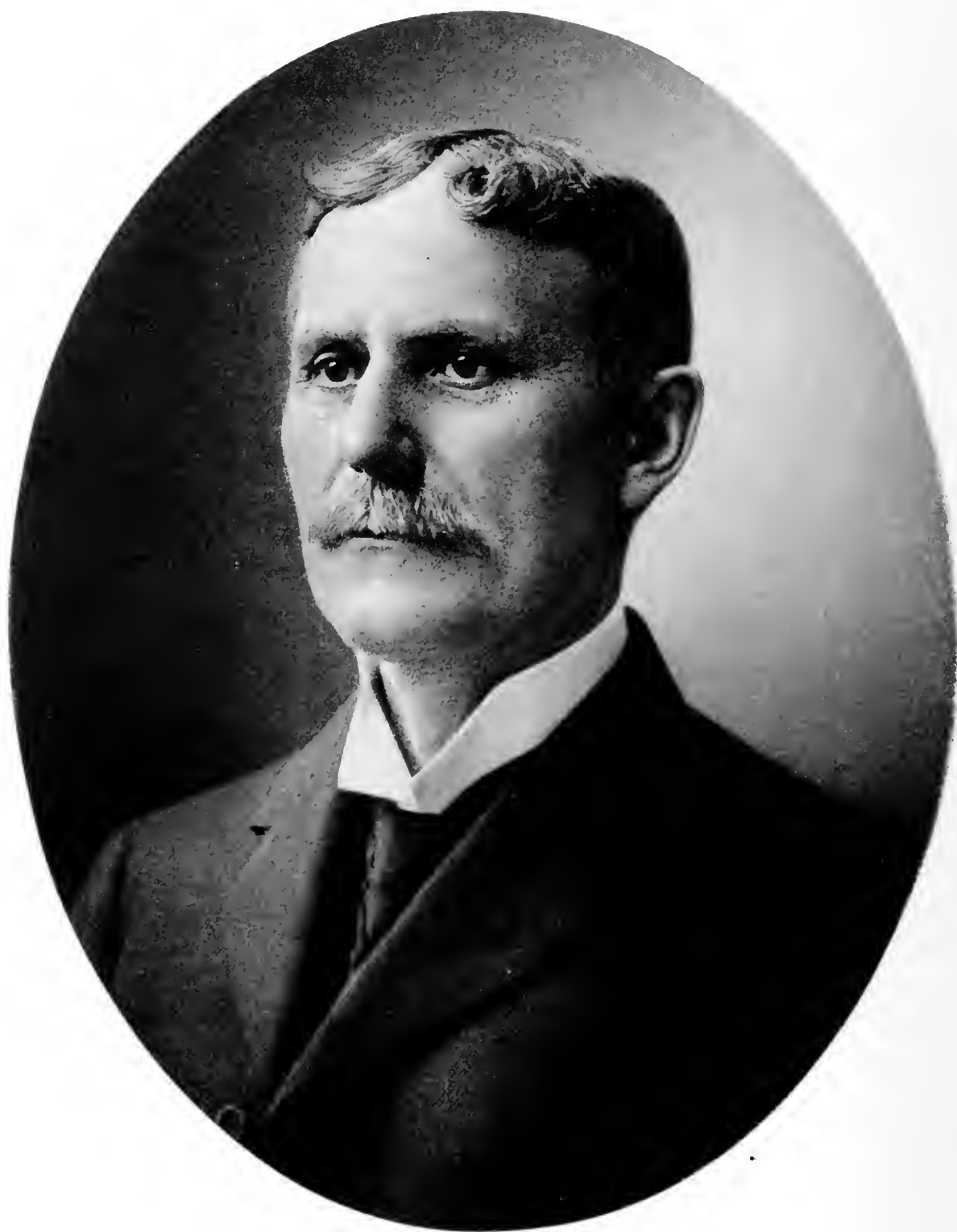
Three sawmills are operated by the Central Coal & Coke Company, these being located respectively at Carson, Calcasieu Parish, and Neame, formerly Keith, Vernon Parish, Louisiana, and at Kennard, Houston County, Texas. The latter mill is operated by the Louisiana & Texas Lumber Company, which is officered practically the same as is the Central Coal & Coke Company. It is on the Eastern Texas Railroad, thirty miles west of Lufkin, and in what is conceded to be the finest shortleaf yellow pine timber belt in the Lone Star State. The mill has a daily capacity of 250,000 feet, and is cutting on 170,000 acres of timber owned by the company. The two Louisiana plants are in the famous Calcasieu longleaf yellow pine district. The Carson mill is equipped with a band, circular and fifty-two-inch gang saws, giving a daily capacity of 180,000 feet. The mill is on the Missouri & Louisiana Railroad, which connects with the Kansas City Southern Railway. The other plant has the same railroad connections.

At Neame is operated a double band mill, with an output of 115,000 feet a day. Because of the character of the logs supplied that mill, most of the railroad timber produced by the company is cut there. It is a model plant in every way, as are the others, having every mechanical facility for the best service. In addition to the output of these mills the company buys heavily of stocks of other mills in the shortleaf and longleaf pine districts, which are disposed of through the sales department.

Mr. Keith has been married twice. His first wife was Miss Jane Gregg, of Independence, Missouri, whom he wedded April 25, 1895. She died January 18, 1897. His second wife before her marriage was Miss Lucile Hill, of Keytesville, Missouri, whom he married June 12, 1900. One child has been born to the couple—Richard William Keith, about three years of age.

Mr. Keith is a member of the Kansas City Club, Country Club, Driving Club, Railroad Club and Elm Ridge Club, of Kansas City, and of the Mercantile Club, of St. Louis. He is a member of the Concatenated Order of Hoo-Hoo, also. His chief recreation is motoring and he takes much pleasure in driving an automobile over the fine boulevards of Kansas City.

Mr. Keith is possessed of a pleasing manner, a native friendliness and has a winning manner which he has displayed to good advantage in association work. He has applied common sense principles to the business of the company as well as to the organizations among the trade, and his personality and methods are reflected by the sales force of the company.



William: I hope so.

We know vaguely that there is a man sitting on stilts somewhere about—a kind of electrical dove-cot. We know that there is a man in there—sometimes just one man and sometimes a man and a few deputies. We know that they reach out and pull levers; that they reach back and push levers; that from morning until night and from night until morning this man, or his deputy or deputies, is always playing with the levers. We give little thought to him either personally or collectively: but away down in our sub-consciousness we do have a wonderful respect for the man in the dove-cot.

The man behind the movement, any business, any group, should be held to account in the respect, whether or not the surface comes forward to register that fact.

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William Russell Pickering has not attained the fame of the industry, but rather the respect of his modest industry and his conservative, unobtrusive approach to the industry. Withal, he has made his mark, and many decades later he has a reputation in the industry, so that he can be proud of his work.

WILLIAM RUSSELL PICKERING



WILLIAM RUSSELL PICKERING

William R. Pickering

In many of the great central railway stations in the metropolitan centers of the world, a thousand trains of cars daily rush in and out and round about in such an apparently promiscuous manner as to lead the layman to wonder how the trains ever get in, and, close upon the heels of that, to wonder how they ever get out.

We know vaguely that there is a long building on stilts somewhere about—a kind of electrical dove-cote. We know that there is a man in there—sometimes just one man and sometimes a man and a few deputies. We know that they reach out and pull levers; that they reach back and push levers; that from morning until night and from night until morning this man, or his deputy or deputies, is always playing with the levers. We give little thought to him either personally or collectively; but away down in our sub-consciousness we do have a wonderful respect for the man in the dove-cote.

The man behind any movement, any business, any great theory always has our wholesome respect, whether or not our surface consciousness recognizes that fact.

The man who occupies the electrical dove-cote for the W. R. Pickering Lumber Company, of Kansas City, Missouri, and who looks out and ahead for that organization through the night, is probably as little known personally as any individual today connected with the yellow pine lumber trade of this country. It is not because William Russell Pickering has not attained success in that line of the industry, but rather because of his modest and retiring disposition and his conservative and unobtrusive method of conducting his affairs. Withal, he has his friends, many of them, and, in the several decades that he has followed lumbering, he has accomplished much to be proud of.

William R. Pickering is of English ancestry. His father was brought up in Derbyshire, in the Midlands of England, but came to the United States and settled in Missouri, where he became a school teacher and later a county judge. His mother's maiden name was Ann Greenstreet. The son, William R. Pickering, was born December 31, 1849, in St. Louis County, Missouri. When he was a lad of ten years his parents moved to Waynesville, Missouri, where he spent his youth and gained the best education afforded by the schools of that day.

His first actual experience in business was in the mining of lead at Joplin, Missouri, where he went in 1872. Eight years later he entered into a partnership with Ellis Short, to do a merchandise business at Joplin, though this business was later extended to northern Arkansas, where the partners bought a tract of timber at Seligman, Missouri, on the southern border of that State. This timber business grew to such proportions as to overshadow the merchandising and by 1887 Short & Pickering extended their operations into Indian Territory, where they began the manufacture of lumber at Stanley. In 1894 Mr. Pickering organized the W. R. Pickering Lumber Company, establishing headquarters at Springfield, Missouri. Retail yards were put in at Springfield, Lebanon, Deepwater, Ozark and Pierce City, Missouri, and Fayetteville and Vanburen, Arkansas. A planing mill was run at Tuskahoma, Indian Territory. The retail business was continued until 1898, when it was closed out and the company engaged in the wholesale yellow pine lumber manufacturing business.

With the growing scarcity of timber in Indian Territory, which precluded the possibility of the extension of the operations of the W. R. Pickering Lumber Company, an investigation of other localities for the continuance of the business of the W. R. Pickering Lumber Company was made. This work of investigation was intrusted to William Alfred Pickering, Mr. Pickering's son, and, after an examination of many bodies of land in Arkansas and Louisiana, resulted in the pur-

chase of 30,000 acres of virgin longleaf yellow pine timber in Vernon Parish, Louisiana. This original tract was estimated to contain 300,000,000 feet of timber, and was the best virgin longleaf yellow pine for sale anywhere. A point on the main line of the Kansas City, Pittsburg & Gulf Railroad (now the Kansas City Southern), sixty-five miles from Lake Charles, Louisiana, was selected for a mill site. Ground was broken in March for the building of the mill, and operations were started in December, 1898. The enterprise was responsible for the growth of a considerable settlement and the place is known as Pickering, in honor of the founder. In the years that have passed since the company entered Louisiana, several large tracts of timber land have been bought in addition to the original property. In order to operate these tracts, another town, called Barham, in honor of T. M. Barham, the secretary of the company, was located in the southwestern section of Vernon Parish, on the Kansas City Southern Railroad. The Pickering plant is equipped with two bands and one pony circular. The output of this mill is 200,000 feet a day. In addition to the sawmill is operated a modern planing mill and a stock of 12,000,000 to 15,000,000 feet of lumber is carried. The logs for the mill are brought from the company's holdings over a standard gauge railroad seven miles long, built entirely of steel, and having a full equipment of cars and locomotives.

In 1905 a third mill was built by the company to increase the output and so care for the growing demand for yellow pine. This mill is at Cravens, about twenty miles southeast of Pickering, on the Atchison, Topeka & Santa Fe Railway. The plant is of the most modern type and as complete as any mill in the South. It has two fourteen-inch band saws, a Corliss engine and every up-to-date device for the quick and economical handling of the logs and the finished product. Steel and concrete entered largely into the construction of this mill, which insures greater permanency than is usually found in plants of the South. The timber from which the company

draws its logs for the three mills in Louisiana and eastern Texas aggregates 1,500,000,000 feet.

The main offices of the W. R. Pickering Lumber Company are in the Keith & Perry Building, Kansas City. Mr. Pickering is president; his son, W. A. Pickering, is vice president and manager; T. M. Barham is secretary, and R. E. Browne is general sales agent. Mr. Pickering, Senior, devotes most of his time in the management of the company's affairs to looking after the financial end of the business and the buying of timber, leaving the actual operation of the mills and its detail work to W. A. Pickering and his efficient assistants.

While, as has been said before, Mr. Pickering's chief interest has been as a lumberman since 1887, he has, nevertheless, had experience in financiering. In 1893 he began a banking business at Marionville, Missouri, which he carried on until 1897. Among his financial interests is a large holding of stock in the Bank of Springfield, a state institution.

Mr. Pickering married Miss Jane Coggburn, at Iberia, Missouri, February 13, 1870. Two sons were born to the couple, one of whom, W. A. Pickering, vice president and general manager of the W. R. Pickering Lumber Company, survives.

Mr. Pickering is a member of the Masonic Order, though he is not an active Mason. In politics he is a supporter of the policies of the Republican party. He has few interests outside of those of the company, and he devotes all of his attention to the direction of the immense enterprises of the W. R. Pickering Lumber Company.



William A. Pickering

Heredity has often played a prominent part in the choice of a career. In family after family the profession or vocation of one generation has been handed down to another, and additional laurels have been won by the younger generation through the display of a cumulative alertness, earnestness and persistence. A lumberman who has inherited all the excellent qualities of his lumberman parent is William Alfred Pickering, of Kansas City, Missouri.

William A. Pickering is the son of William Russell Pickering and Jane (Coggburn) Pickering, and was born December 26, 1870, at Springfield, Missouri. His grandfather was an Englishman who came from the Midlands of England to America and settled in Missouri, where he became a judge of the county courts. William A. Pickering had about the average experience of the healthy boy; he was in as much mischief as any one in his native town with a vigorous constitution whose only ambition was to outgrow his mother's care. He gained his education through the ordinary school system, without much effort in the way of conquering his studies, and concluded his education by a course at Drury College, Springfield, Missouri.

In 1888 W. A. Pickering had formed a partnership with Ellis Short to do a lumbering business in Iaplin, Missouri, this business eventually being abandoned. In 1891 a tract of timber was bought in the Iaplin, Missouri, section, and the timber business had developed into a substantial one. The operations of Short & Pickering were extended into Indian Territory. This was followed, in 1894, by the organization of the W. R. Pickering Lumber Company, with headquarters at Springfield. Young Pickering, fresh from college and at the age of nineteen years, insisted upon applying his



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In 1880 W. R. Pickering had formed a partnership with Ellis Short to do a merchandise business at Joplin, Missouri, this business eventually being extended into Arkansas, and a tract of timber was bought at Seligman, Missouri. By 1887 the timber business had developed into manufacturing, and the operations of Short & Pickering were extended into Indian Territory. This was followed, in 1894, by the organization of the W. R. Pickering Lumber Company, with headquarters at Springfield. Young Pickering, fresh from college and at the age of nineteen years, insisted upon applying his

hand and all the industry of his nature to acquiring a knowledge of the lumber business. During his apprenticeship to the trade he was employed alternately in the yard and in the office, which had a wholesale department. The wholesale business was started to give an outlet for the product of three sawmills which were run in the Choctaw Nation and were handled in conjunction with the St. Louis & San Francisco Railroad.

The industry and tact displayed by W. A. Pickering soon placed him in the position of sales manager of the business of the firm of which his father was a member. He had handled lumber and kept books and dealt with customers and salesmen and fitted into the place as sales manager with an ease and grace that made him a prominent factor in the trade. When the W. R. Pickering Lumber Company was organized the sales manager secured an interest in the concern and became the active director of affairs. The company started yards at Springfield, Lebanon, Deepwater, Ozark and Pierce City, Missouri, and Fayetteville and Vanburen, Arkansas, with a planing mill at Tuskahoma, Indian Territory. This business was closed out in 1898 and the company entered into a strictly wholesale yellow pine lumber manufacturing business.

Mr. Pickering realized that the extent of the manufacturing operations in the Indian Territory were limited because of the growing scarcity of timber, and, therefore, he sought some other opportunity to invest the capital of the W. R. Pickering Lumber Company, and to which to devote his energy. He chose a location in Vernon Parish, Louisiana, where was bought 30,000 acres of virgin longleaf yellow pine timber, upon which it was estimated there was 300,000,000 feet. The mill was built in 1898 at a point which has developed into the thriving town of Pickering, on the main line of the Kansas City, Pittsburg & Gulf Railroad, now the Kansas City Southern. The mill is equipped with two bands and one pony circular and has a daily output of 200,000 feet. A planing mill, with the most modern equipment, is operated in conjunction with the sawmill. The logs are brought to the mill over a standard

gauge railroad seven miles long, laid entirely with steel rails, and with a full complement of cars and locomotives. A stock of 12,000,000 to 15,000,000 feet of lumber is carried at this plant. Shipments aggregate 50,000,000 feet annually.

Since entering Louisiana the company has bought several large tracts of timber land in addition to the original purchase and established another town, called Barham, the name being the same as that of the secretary of the company, and given in honor of the man who was of assistance to Mr. Pickering in the organization and development of the business. The progress which marked this concern from its inception continued, and the business grew rapidly in one phase after another.

A third mill of 200,000 feet daily capacity was built in 1905 at Cravens, twenty miles southeast of Pickering, on a new branch of the Atchison, Topeka & Santa Fe Railway. All the operations of the company are conducted on the Kansas City Southern line, or close to it, and are connected with railroads projected, constructed or operated by the W. R. Pickering Lumber Company.

The new mill has two fourteen-inch band saws, Corliss engine and every mechanical device, which gives it a place with any of the first-class plants in the South. The mill contains more steel and concrete than any of its predecessors, and this fact will tend to insure a permanence which has not always been possible with sawmills where wood has been the chief material of construction, and which frequently are subjected to fire hazard to which other materials are not amenable. It is estimated that the company has about 1,500,000,000 feet of timber in Louisiana and eastern Texas.

The officers of the company are W. R. Pickering, president; W. A. Pickering, vice president and general manager, and T. M. Barham, secretary. R. E. Browne is general sales agent of the company. May 1, 1899, the general offices were located in Kansas City, in the Keith & Perry Building.

Mr. Pickering has a social as well as a commercial side to

his career. He has traveled as extensively as circumstances permitted, is a widely read man and, although he left school at an early age, he has employed desirable agencies and instrumentalities to complete an equipment which, in connection with his commercial career, places him in the front rank of American business men. He is a member of several social clubs of Kansas City and devotes much of his leisure time, in the golf season, to the Evanston golf links, and frequently is found at the Railway Club and at the Commercial Club. His family is identified with the Presbyterian Church.

Mr. Pickering married Miss Zoe Cravens, of Springfield, Missouri, Dec. 11, 1891. The couple has one son, Russell Cravens Pickering.



Samuel H. Fullerton

Every nationality has its own peculiar characteristics, which impress themselves upon the civilization of every country where they are to be found. Among the characteristics of the Scotch, which have had a marked influence in both the political and industrial development of the United States, the industry of which country contains the names of many prominent men of Scotch descent. Among them, standing out conspicuously because of his abilities and achievements, is Samuel Holmes Fullerton, of St. Louis, Missouri.

He has the traits of his race in full measure, and the Scotch shrewdness and foresight displayed in the management of his commercial affairs, and the directness of his purpose, together with a certain moral rigidity, perhaps inherited from his Covenanter ancestors, have put him where he is.

Although his ancestors came from Scotland, Mr. Fullerton was born near Belfast, Ireland, in 1852. His parents were Captain Samuel and Anna (Holmes) Fullerton. The latter was speaking the Emerald Isle and was a native of the Emerald Isle. He was a very ordinary man, but his determination at the age of twenty to migrate to America, and his search for an opportunity to make his fortune, led him to St. Louis in 1874. He found a place in the city and secured employment in the lumber business. He was at first employed by the St. Louis Lumber Company, for the purpose of himself obtaining knowledge of the lumber trade. He was a stranger in the city, and his only friend was a fellow Scot, a salesman in the lumber yard. The two of them were different people, but at that time they were friends, and the young man was very anxious of buying and



SAMUEL HOLMES FULLERTON

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He has the traits of his race in full measure, and the Scotch shrewdness and foresight displayed in the management of his commercial affairs, and the directness of his purpose, together with a certain moral rigidity, perhaps inherited from his Covenanter ancestors, have put him where he is today.

Although his ancestors came from Scotland, Mr. Fullerton was born near Belfast, Ireland, in 1852. His parents were Captain Samuel and Anna (Holmes) Fullerton. His youth was spent in the Emerald Isle and perhaps the first evidence of any qualities above the ordinary was in his determination, at the age of twenty years, to emigrate to the United States in search of broader opportunities than he found at home. In March, 1871, he reached Pittsburg, Pennsylvania, and secured employment in the lumber business. This initial education was of great value to him in later years, for he acquainted himself thoroughly with methods of retailing lumber and welcomed every opportunity to study the business from the standpoint of the yardman, which later made him a capable salesman. The retail yard and its resources of supply were different propositions at that time from what they are today, and the young man evolved ideas of buying and selling, which

formed themselves into a definite scheme and aroused an ambition to put them into practice.

The sought-for opening came rather unexpectedly to Mr. Fullerton after two years spent in Pittsburg. Through the influence of his brother Robert, who was associated with M. T. Greene, the founder of the Chicago Lumber Company, he was given charge of the company's yard at Tecumseh, Nebraska. Mr. Fullerton did not hesitate about accepting the position, although he realized that his career would probably hinge on the ability he could show. In 1873 the Greene company started a chain of retail yards throughout northeastern Kansas, and the Tecumseh yard was operated under the Fullerton name, the brothers having an interest in Mr. Greene's company. After two years in this location, Samuel H. Fullerton went to Kansas and took charge of another yard, giving this up to become a manager of the Chicago Lumber Company. In the next few years he had much to do with the development of the line yard idea to meet a large and urgent call for lumber. Settlers were rushing in and occupying the Mississippi and Missouri River valleys, creating an unprecedented demand for lumber. It was a period of activity and prosperity; but the pendulum of trade eventually swung back, following the crop failures of several seasons, and financial ruin faced many concerns. With a string of yards extending from Atchison to the Nebraska line in northeastern Kansas, the business managed by Mr. Fullerton did not meet disaster as did many other ventures, but actually prospered.

Early in the '80's the Chicago Lumber Company was incorporated and Mr. Fullerton was made a director. The operations of the company did not extend to the western retail field. The Fullertons remained as managers and owners of the yard business until 1891. Then they bought the interest of Mr. Greene and conducted a line of about fifty yards under the title of the Chicago Lumber Company, a partnership.

For four years the retail business was successfully carried on, but changing conditions led to the organization of

the Chicago Lumber & Coal Company for the purpose of entering into other lumber lines. The business of the old company was absorbed by the corporation and wholesaling and manufacturing engaged in. By this time yellow pine had gained a stronghold on the consumers of Kansas, where once white pine alone had been demanded, and this feature of the trade had extended into Nebraska and Iowa.

Among the first investments made by the corporation was one in a sawmill at Logansport, Louisiana, in 1894. This mill was situated in the shortleaf yellow pine belt and was equipped with circular and gang saws. Within a few years other mills had been acquired and an output of more than 500,000 feet a day of shortleaf and longleaf pine was controlled. Fully one-third of the total volume of yellow pine handled by the company is distributed through the large territory served by its yards, though millions of feet of white pine and Pacific Coast woods are disposed of. The wholesale business is extensive, covering nearly all the northern portion of the country from the Rockies to the Atlantic.

Mr. Fullerton has been president of the Chicago Lumber & Coal Company since its organization, and has as his executive assistants Robert Fullerton, his brother, as vice president; Clifford T. Millard, secretary, and Frank Goepel, treasurer.

But Mr. Fullerton is not president in title only; he is the active head of the enterprise, a worker who knows not fatigue, and one who imbues every man under him with the spirit of performing each duty willingly and conscientiously. There is not an employee of the company, from the humblest laborer up, who does not respect the president of the concern for his honesty and fair dealing. Personally, he is a friend to them all, and their suggestions pertaining to the conduct of the business are welcomed and appreciated. Mr. Fullerton has the faculty of choosing the proper man for the position—one in whom can be placed the fullest confidence—and the results attained by this policy are beneficial beyond calculation. His ability to hold close connection with men is shown by the fact

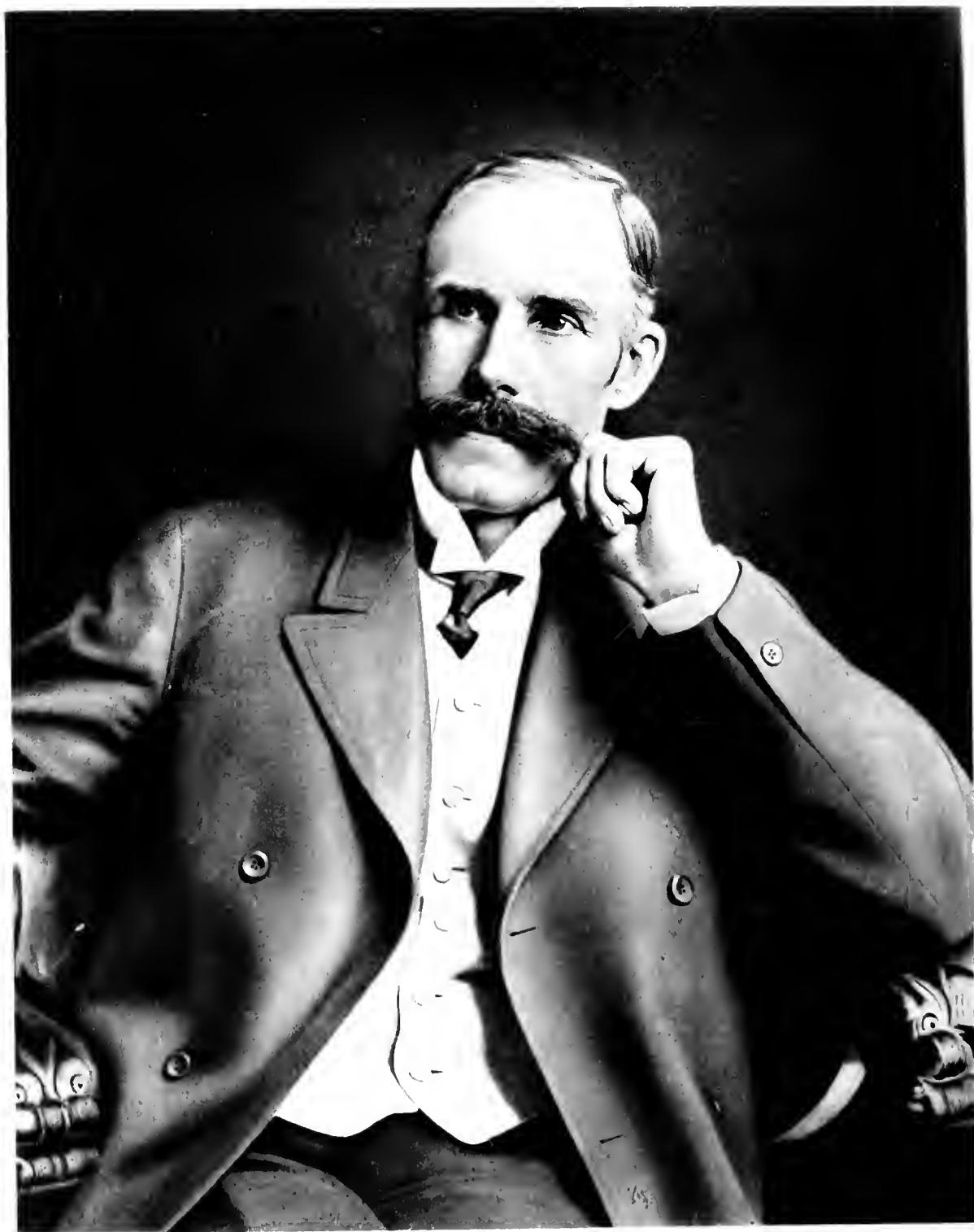
that Mr. Goepel has been associated with him for more than thirty years, and Mr. Millard was interested with the Fullertons in the old Chicago Lumber Company.

Mr. Fullerton identified himself with the Southern Lumber Manufacturers' Association when he entered the wholesale and manufacturing field, and he has had a strong influence in upbuilding the reputation of yellow pine. Naturally, his wide acquaintance with trade matters in a large section of the country was a valuable adjunct to his labors for the association, which he served as president for two terms—1900 and 1901. In 1904 he was chairman of a committee appointed to make an exhibit of southern pine at the Louisiana Purchase Exposition at St. Louis. He was largely responsible for the success of the exhibit, which received the grand prize, and he was awarded a special gold medal and a diploma as "collaborator."

Mr. Fullerton, besides being president of the Chicago Lumber & Coal Company, which is shipping about 25,000,000 feet of lumber a month, is president of the William Farrell Lumber Company, manufacturing yellow pine and oak lumber at Hensley, Arkansas, and vice president of the Lee Lumber Company, Limited, which operates a yellow pine and hardwood mill at Tioga, Louisiana. Both of these concerns are heavy timber owners.

Mr. Fullerton married Miss Lucy Cook, of Clay Center, Kansas. They had three children—Robert, Ruby, a graduate of the Ogontz School, Ogontz, Pennsylvania, and Samuel Baker Fullerton, a student at the Culver Military Academy. Robert is a graduate of Cornell. He is now in the office of the Chicago Lumber & Coal Company, learning the details of the various departments. He studied the Spanish language in Spain, and it is likely he will look after the export trade of the company to the Latin countries.

Mr. Fullerton is a member of the Mercantile Club, the St. Louis and Glen Echo Country clubs and the Business Men's League, all of St. Louis.

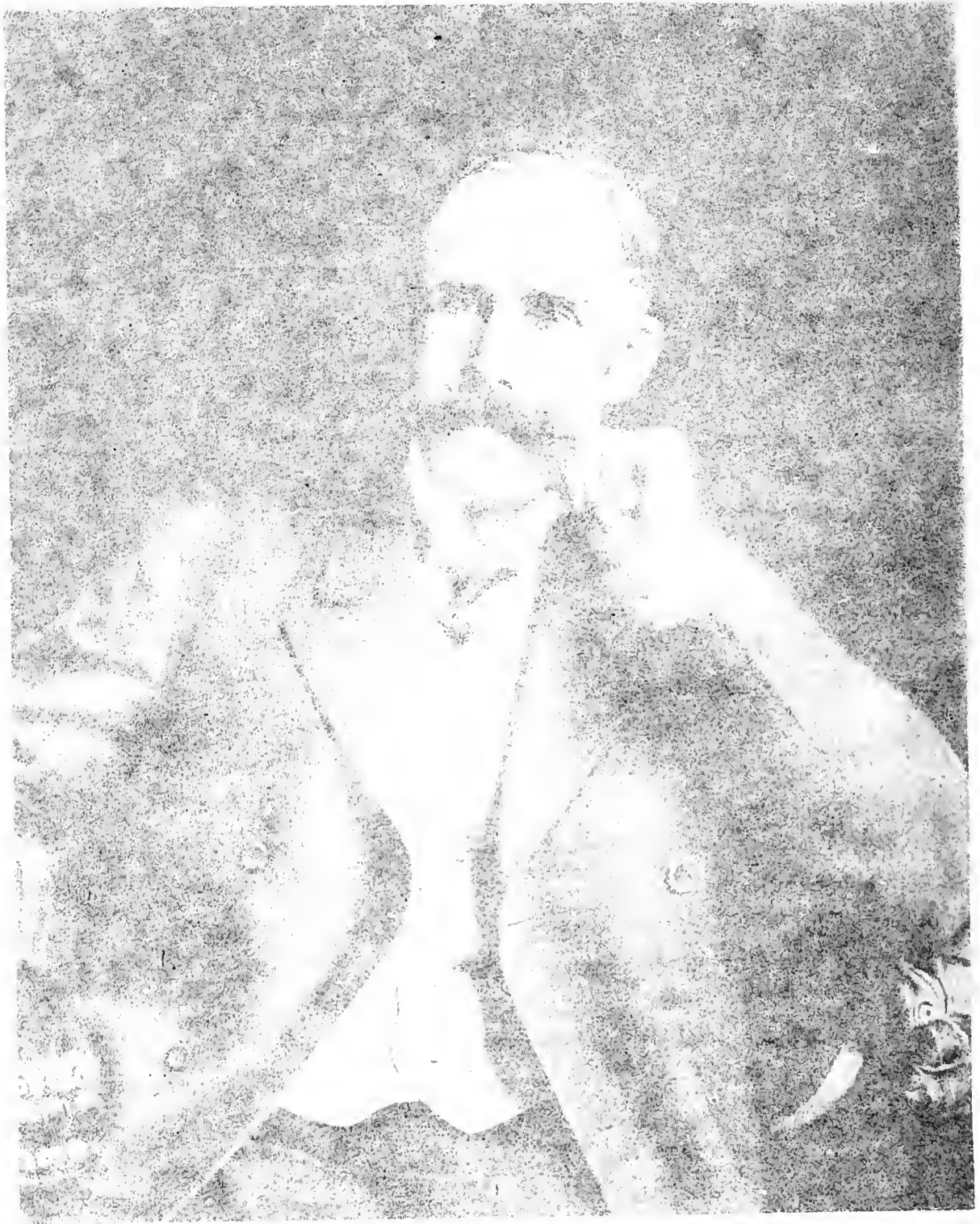


Robert

While the things are proper of the United States, it is necessary to ascribe either to the influences the position of the American. In such an individual, an unfaltering purpose and for the best successes, the position of honesty. Thus, simply, has been gained by Robert Fullerton of Des Moines, Iowa.

He comes of Scotch ancestry, a type of men that has given much toward the development of orderly government and of industrial development. He is not a native born citizen of the States, but his business life has been spent in his adoption.

Robert Fullerton is the son of Captain Samuel and Anne (McDermott) Fullerton. His grandparents were natives of Ireland who emigrated to Ireland. It was in the County of Galway, that Robert Fullerton was born on October 3, 1861. He spent his boyhood, attending the schools of that locality and at the University of his parents. He grew into a strong young man and ambitious, and that seemed to him the while, the country offered little. But there was another land of golden promise had gone thousands of his countrymen. He had gone to the United States, and news of the success won there. It stirred the Scotch blood of his father, and determined in his country to make his home.



ROBERT FULLERTON

Robert Fullerton

While the unthinking are prone to ascribe to chance many of the marked successes of life, it is not necessary to ascribe either to luck or to occult influences the position of the ordinary successful American. In most cases, a study of the career of such an individual reveals nothing more than the possession of an active mind and body, an unfaltering purpose, and, for the best successes, the possession of a rugged and direct type of honesty. Thus, simply, is explained the success which has been gained by Robert Fullerton, of Des Moines, Iowa.

He comes of Scotch ancestry, of that sturdy type of men that has given much toward the development of civilization, of orderly government and of industrial and commercial development. He is not a native born citizen of the United States, but his business life has been spent in the country of his adoption.

Robert Fullerton is the son of Captain Samuel and Anna (Holmes) Fullerton. His grandparents were natives of Scotland who emigrated to Ireland. It was in Kilcown, Antrim County, in the Emerald Isle, that Robert Fullerton was born, October 3, 1845. There he spent his boyhood, gaining what education he could at the few schools of that locality and as the means of his parents would permit. He grew into a strong youth, hopeful and ambitious, yet without prospect of accomplishing anything that seemed to him likely to be really worth the while, for that country offered little of promise to one of his birth and station in life. But there was another land, a land of golden promise, whither had gone thousands of his fellow countrymen. From those who had gone to the United States came news of the position and fortune to be won there. It stirred the Scotch blood of young Fullerton and he determined in that country to make his venture for fortune.

Bidding good-by to the country of his birth, in July, 1867, Robert Fullerton crossed the ocean and reached America, going to Ottawa, Illinois, where he had friends. For three months he worked on a farm, then returned to the city, gaining a knowledge of the carpenter's trade and followed this vocation for three years in the employ of Caldwell, Clark & Stebbins. He developed into a skillful worker, and with his unquestioned honesty and willingness he was soon on the road toward prosperity. For three years he remained in the vicinity of Ottawa and then went to Lacygne, Kansas, in the spring of 1870, where he followed the contracting and building business. While engaged in this pursuit he made the acquaintance of M. T. Greene, a Chicago lumberman. Mr. Greene took an interest in the young man, admired his thoroughness and respected his ability, with the result that he offered the carpenter a position as manager of the Greene yard at Lacygne during Mr. Greene's absence on a wedding trip. Mr. Fullerton was not a novice at the lumber trade, for he had acquired a familiarity with lumber in doing carpentering, and he did not disappoint his employer in the display of executive force.

So forcibly had he demonstrated his ability that he was transferred for a short time to Tecumseh, Nebraska, and subsequently to Clay Center, Kansas, and thence to Des Moines, where he had charge of the yard. In addition to this managership, he had general supervision of the other Greene yards in Iowa, operated by Mr. Greene as the Chicago Lumber Company. Gradually, his services with the company became so valuable that he was given an interest in the concern, as was his brother, Samuel H. Fullerton, who was in charge of a yard at Tecumseh, Nebraska, which was operated under the name of Fullerton Brothers. In 1873 the Chicago Lumber Company started a chain of retail yards in northeastern Kansas, and to Robert Fullerton was intrusted the labor of establishing these branches. With the opening of the first of these yards, conducted as the Chicago Lumber Company, in

April of the same year, Mr. Fullerton moved to Clay Center. Yards were put in through the Mississippi and Missouri River valleys and with the inrush of immigration exceedingly heavy demand for lumber was created by the settlers. In 1875 Mr. Fullerton moved to Des Moines and was succeeded at Clay Center by his brother as general manager at that point. Prosperity, however, was not to continue, and a few years later the failure of successive crops resulted in a financial panic which brought ruin to many of the lumbermen who were unprepared to meet the disastrous business depression. Through the careful management of the Chicago Lumber Company by Mr. Greene, Mr. Fullerton and the latter's brother, the line yard business was not swept away.

In 1891 Mr. Fullerton and his brother bought the interest of Mr. Greene in the business of the several yards operated by him and continued alone under the style of the Chicago Lumber Company, a partnership. This business was carried on until 1895 with much success, when the Chicago Lumber & Coal Company was incorporated by Robert Fullerton, Samuel H. Fullerton, Frank Goepel and C. I. Millard, for the purpose of engaging in the manufacture, as well as the distribution, of lumber. The partnership was taken over by the corporation and Samuel H. Fullerton became president of the company and Robert Fullerton vice president. The business was reorganized on more substantial grounds and extended so as to include yards in Colorado, Nebraska, Iowa and Missouri.

One of the reasons for engaging in the sawmill business was the growing demand in Kansas and other western states for yellow pine to take the place of white pine, because of its increasing scarcity and rising value. A sawmill at Logansport, Louisiana, located in a shortleaf yellow pine belt, was bought by the company. This mill was equipped with circular and gang saws, and a ready market was found for its product. With the growth of the demand for longleaf pine, other mills were acquired from time to time, and of recent years the company has controlled a daily output of more than 500,000 feet.

At least a third of the total output of the yellow pine of the company is distributed through the company's own yards, in addition to millions of feet of white pine and Pacific Coast woods. The company manufactures lumber in Louisiana, Arkansas, Mississippi, Wisconsin and Minnesota, and seventy retail yards are maintained. Besides the retail and manufacturing, the company does a wholesale business extending into practically every northern state from one coast to the other.

In an inventive way Mr. Fullerton has had much success and is stated to have devised the best lumber skidder ever erected. He has also invented a crosscut saw, operated by compressed air, for cutting down trees, and this device is now being developed.

Mr. Fullerton married Miss Fannie Parsons, a daughter of Galacia Parsons, of Des Moines, Iowa, March 10, 1885. Of this union have been born three sons and a daughter—Robert, Junior, Lawrence, Philip and Catherine Fullerton. The eldest son has recently completed a course at a military academy and will probably follow in the footsteps of his father as a lumberman.

During the Louisiana Purchase Exposition at St. Louis, Mr. Fullerton was disbursing agent for the Government and \$9,600,000 passed through his hands. Mr. Fullerton is a believer in the Presbyterian faith and has given generously to its charities. He is a writer of no mean ability and a frequent contributor to newspapers and other publications. He is a member of the Des Moines Country Club and is an enthusiastic golfer. He is president of the Civic League, of Des Moines, and his work in behalf of that organization is of the self-sacrificing kind, directed toward the well-being of the community, and an indication of his character and aspirations.

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Clifford I. Millard

Aptitude for the business may be said to have been inherited from his father, George Millard, who was a New England lumberman for many years at Fairhaven, Vermont, and his mother, Celestine (Baker) Millard, was a native of the Fairhaven district. George Millard was engaged in the lumber business at Fairhaven and at Bangor, Maine, for several years, and had the distinction of being the first lumberman to use a pony circular saw in the Pennsylvania forests. In 1858 the Millard family went West and settled at Burlington, Iowa, Mr. Millard engaging himself in the saw and door business and, later, in the sawmill and ultimately in the line yard business, which he introduced into Burlington, Iowa.

Clifford Isaac Millard was born at Burlington, Iowa, September 6, 1861, and spent his boyhood there, attending the public schools and graduating from the Burlington high school in 1880. His training in the schools of Burlington was of such a character as to thoroughly equip him for his entry into the school of business. His first business experience was acquired in the Government service as an employee of the United States collector at Burlington. He held this position but a short time, and then was employed as a bookkeeper in the sawmill business. In this position he acquired the experience and knowledge of the elements of lumbering, and in this capacity he became acquainted with Messrs. J. H. Fullerton, who were at that time managing the Leavenworth Lumber Company's yard at Leavenworth, Kansas. This acquaintance thus formed was that Mr. Millard was employed by the Chicago Lumber Company as a responsible

CLIFFORD ISAAC MILLARD



CLIFFORD ISAAC MILLARD

Clifford I. Millard

Aptitude for the lumber business, as well as a liking for it, may be said to have been inherited by C. I. Millard, of St. Louis, Missouri. His father, George Millard, was a New Englander, who lived for many years at Fairhaven, Vermont, and his mother, Celestine (Baker) Millard, also was a native of the Fairhaven district. George Millard was engaged in the lumber business at Fairhaven and at Tioga, Pennsylvania, for several years, and had the distinction of being the first lumberman to use a pony circular saw in the Pennsylvania forests. In 1858 the Millard family went West, and settled at Burlington, Iowa, Mr. Millard engaging there in the sash and door business and, later, in the sawmill and ultimately in the line yard business, which he introduced into Iowa in the '60's.

Clifford Isaac Millard was born at Burlington, Iowa, September 6, 1861, and spent his boyhood days in that city, attending the public schools and graduating from the Burlington high school in 1880. His training in the schools of Burlington was of such a character as to thoroughly equip him for his entry into the school of business. His first business experience was acquired in the Government service as an employee of the United States collector at Burlington. He held this position but a short time, and in 1881 entered the employ of his father as a bookkeeper in the sawmill conducted by the senior Millard. In this position he served his apprenticeship and learned the elements of lumbering, finally becoming a salesman. While acting in this capacity he became acquainted with Robert and Samuel H. Fullerton, who were at that time managing the Chicago Lumber Company's yard at Leavenworth, Kansas. The outcome of the acquaintance thus formed was that Mr. Millard in 1885 entered the employ of the Chicago Lumber Company as a traveling salesman, a responsible

position for a young man of twenty-four and an attractive one, too, his salary at the start being \$100 a month and expenses.

The Chicago Lumber Company's wholesale yards at that time handled practically nothing but white pine, and along the Missouri River little attention was paid to grades. Prior to the adoption of the Interstate Commerce Law in 1887, lumber was chiefly shipped to dealers from large central points and but little business was done direct from the mills. The changes in transportation caused by the adoption of this law resulted in most of the concerns which had been doing business at the large shipping points removing their yards to the mills. The northern mills were slow in responding to orders for mixed cars, and the ultimate result of the new law was that the incipient yellow pine industry received a great stimulus.

Mr. Millard had spent much of his time, after he entered the lumber field, in studying transportation matters, and he realized that as a result of the new law the South could develop its immense pine tracts with profit. He exerted such an influence in this direction that he may well be considered one of the leaders in inaugurating competition between southern and northern pine.

The Chicago Lumber Company, which was owned by M. T. Greene, of Chicago, had an immense line of yards through the West, and Mr. Greene, being convinced that Mr. Millard possessed unusual ability, in 1890 offered him the position of buyer at the company's Denver yard. He was so successful there that, on September 1, 1891, he was called to Chicago to fill a vacancy caused by the illness of the company's secretary. The Chicago Lumber Company at that time had about three hundred retail yards, besides vast manufacturing and distributing interests, and Mr. Millard successfully adapted himself to the new position, which he retained until 1892, when he succeeded N. W. McLeod as manager of the office and as second vice president of the St. Louis Refrigerator & Wooden Gutter Company, a large yellow pine manufacturing and distributing concern of St. Louis.

Mr. Millard, during his connection with the St. Louis Refrigerator & Wooden Gutter Company, increased that concern's monthly business from 115 cars of yellow pine to 780 cars. He retained his position with this concern until 1896, when he became secretary of the Chicago Lumber & Coal Company, which was managed and chiefly owned by Robert and Samuel H. Fullerton, who in 1891 had acquired the line yard business of the Chicago Lumber Company, and, later, organized the Chicago Lumber & Coal Company as the successor to the Chicago Lumber Company in its relations to the line yard business. Since that time the capital of the company has been increased successively to \$2,500,000 and \$4,000,000. The growth of the company's business was nothing short of marvelous, the concern and its allied interests now doing a business amounting to about 40,000,000 feet of lumber a month. In 1900 the company entered the foreign field, taking contracts in that year for 17,000,000 feet of lumber for shipment to Europe.

The Chicago Lumber & Coal Company now has eight sawmills, ninety yards and a dozen offices throughout the country, and is one of the great distributing concerns of the United States, its annual business approximating 500,000,000 feet.

Through his knowledge of the details of transportation, Mr. Millard was able to take advantage of a great opportunity and to become a pioneer in the field of yellow pine distribution. This knowledge has stood him in good stead ever since. His addresses and reports, delivered before the Yale Forestry School, the Yellow Pine Manufacturers' Association and the National Lumber Manufacturers' Association, have stamped him as an authority on this subject and given him wide recognition among students of the economic relations of transportation. He is also thoroughly conversant with foreign markets and the export trade, and has taken great interest in this feature of the company's business.

Mr. Millard manages things with a grace and skill which

would attract attention were it not for the fact that the work is done so quietly as to appear to be accomplished almost without effort. He is tall, of slight figure, and has the appearance of being in delicate health, but he actually performs more mental and physical work in the course of a year than most men are capable of. He is a great traveler and makes many trips each season to the big cities of the East, North and South, looking after the company's immense and widely scattered interests. At one time Mr. Millard conducted the sales department of his company, but he now exercises supervision over the entire business. He has adopted John D. Rockefeller's idea of handling a corporation, saying that he has arrived at the point where he can allow himself to do nothing when everything goes right, but is able to do everything when things go wrong.

Besides being secretary of the Chicago Lumber & Coal Company, Mr. Millard is secretary of the Gulf Land & Lumber Company, of Stables, Louisiana; secretary of the Fullerton-Powell Hardwood Lumber Company, of South Bend, Indiana, and secretary of the Bradley Lumber Company, of Warren, Arkansas.

Mr. Millard married Miss Nellie Drake, of Burlington, Iowa, June 14, 1888. Two children have been born to them—Louise Drake Millard, a promising daughter of fourteen years, and Lyman Clifford, a son eleven years old. The family attends the Congregational Church. Mr. Millard takes much interest in St. Louis club life and is a member of the Mercantile and Glen Echo clubs.

His home, located since 1892 in Westminster Place, one of the most beautiful spots in St. Louis, is finely appointed, and Mr. Millard, who is a connoisseur, has filled it with works of art, books and relics, which, in their travels, he and Mrs. Millard have collected. He takes pride in possessing examples of some of the old masters, as well as of some of the more prominent artists of today, and it is among his books and pictures, with his family, that he prefers to spend his leisure hours.



Frank H. Goepel

Stuttgart, in the State of Württemberg, Germany, place and December 28, 1845, was the birthplace of Frank H. Goepel. Time has dealt so lightly with him that when many have been willing to credit him with his nearly three-score years, it is not without enthusiasm, and his spontaneity is that of a child.

His parents were Karl and Emma Goepel. His grandfather, Dr. L. A. Zeller, was a professor at the University and private tutor to King William of Prussia. Frank Goepel attended the public schools until he was fourteen years old; then he decided to follow the sea. This determination was directly traceable to the highly colored stories of the sailor's life painted by his cousin. These stories so fascinated young Goepel that, securing the consent of his parents, he shipped as cabin boy on a sailing ship from Bremen to East India, China and the Philippines, at \$4 a month, Prussian money.

His story of this voyage, from 1864 to 1867, would fill a volume. The ship was captured by Chinese pirates, sacked and burned. The crew was taken to Hongkong, where the young Goepel on a Russian vessel, sailed for San Francisco. After a few weeks a storm sprung a leak and the crew wore out the pumps trying to keep it afloat. A round robin was signed by the crew, and the captain put back to Hongkong, where the vessel was inspected and condemned. Mr. Goepel finally reached home by shipping as a common sailor on another vessel.

Notwithstanding this experience, he determined to follow his chosen profession and signed for a round trip from Hamburg to New York, where he had brothers and sisters.



FRANK HERMAN GOEPEL

Frank H. Goepel

Stuttgart, in the State of Württemberg, Germany, was the place and December 28, 1849, was the time when Frank Herman Goepel was born. Time has dealt so lightly with him that few who meet him are willing to credit him with his nearly three-score years. One of his chief characteristics is his enthusiasm, and his spontaneity is that of a boy.

His parents were Karl and Emma (Zeller) Goepel. His grandfather, Dr. L. A. Zeller, was a professor at Bonn University and private tutor to King William of Prussia. Frank Goepel attended the public schools until he was fourteen years old; then he decided to follow the sea. This determination was directly traceable to the highly colored stories of the sailor's life painted by his cousin. These stories so fascinated young Goepel that, securing the consent of his parents, he shipped as cabin boy on a sailing ship from Bremen to East India, China and the Philippines, at \$4 a month, Prussian money.

The story of this voyage, from 1864 to 1867, would fill a volume. The ship was captured by Chinese pirates, sacked and burned. The crew escaped and made their way to Hongkong, where the German consul secured a berth for young Goepel on a Russian vessel loading sugar at Manila for San Francisco. After a few weeks a storm arose, the vessel sprung a leak and the crew wore out the pumps trying to keep it afloat. A round robin was signed by the crew, and the captain put back to Hongkong, where the vessel was inspected and condemned. Mr. Goepel finally reached home by shipping as a common sailor on another vessel.

Notwithstanding this experience, he determined to stick to his chosen profession and signed for a round trip voyage, Hamburg to New York, where he had brothers and sisters.

While in New York his relatives persuaded him to desert. Not finding employment there, he decided to take up farming. He secured an overseership on a plantation in Virginia, receiving \$12 a month and board. He picked up English there, learning to speak it fluently. While in Virginia he read of the wealth of Kansas and the ease with which farm land could be acquired there. The German instinct of land ownership asserted itself, and, land being too high in Virginia for his limited finances, Mr. Goepel went West, in 1872, and took up a homestead from the Government in Clay County, Kansas. Receiving assistance from relatives, he built a shanty, turned the sod and put in his first crop in 1873. Frequently he would return from his day's work in the field, put his supper on the fire and sit down and sleep until morning while the supper burned. After harvest he needed lumber with which to build a granary, and drove to Clay Center for it, where Robert Fullerton was operating a retail yard and supplying the requirements of the settlers in that section. Some of the retail yards then had a territory 100 miles in diameter. Mr. Fullerton had published prices of various kinds of lumber handled, and was somewhat surprised when his young German customer handed him a list showing the number of pieces, feet contained in each and an extension made, at the prices published, all without error. The lumber was white pine and the prices averaged nearly \$27.50 a thousand for dimension and boards.

Shortly after the granary was built and the wheat put in it, a prairie fire destroyed it and much of its contents. Mr. Goepel then went to town for another load of lumber. Putting affairs in shape at the farm, he decided to see if he could secure employment for the winter. Again he met Mr. Fullerton, whom he asked for work. He said he could do anything given him and would work for enough to pay his expenses until he learned the business. He figured his expenses at \$35 a month, but when the day of settlement came, found he had been allowed \$50.

Mr. Goepel says the only instructions ever received from Mr. Fullerton were that he would rather a customer should receive a foot more than a foot less than he paid for. Mr. Goepel has followed this principle ever since, and claims it the secret of his success.

Mr. Goepel found the lumber business more satisfactory than following the sea, taming colts or guiding the plow. In 1875 Robert Fullerton's brother, S. H. Fullerton, now president of the Chicago Lumber & Coal Company, took charge of the yard at Clay Center, and Robert went to Des Moines, taking Mr. Goepel with him. A yard was started at East Des Moines, and Mr. Goepel managed it for several years.

By 1879 the Kansas boom was in full flower and the Fullerton interests were establishing a number of yards in the State. Mr. Goepel was sent to Cawker City, Mitchell County, to open a yard. The nearest railway point, Beloit, was twenty miles away. A large amount of lumber was shipped to Beloit and farmers hired to haul it to Cawker City, before anyone had visited the latter place. S. H. Fullerton was with Mr. Goepel on this occasion, and, after superintending the loading of the wagons, they drove to Cawker City, went to a real estate office, leased the ground and had a place ready to unload the lumber when the teams arrived. In time the yards at Cawker City (there were three others) became the source of supply for farmers forty or fifty miles around. The average sale of each yard was about \$2,500 a month.

Mr. Goepel spent twenty years at Cawker City, looking after the interests of the Chicago Lumber Company, which, later, was reorganized and incorporated as the Chicago Lumber & Coal Company. When the yard was first put in at this place the city's population was between 400 and 500; later, it increased to 1,500, and now is 10,000. During his residence there, Mr. Goepel served five terms as mayor. Inasmuch as the salary attached to this office was only \$1 a month, he can not be accused of having entered politics for what there was in it.

As Mr. Goepel's years of service increased together with his

value to the company, his income increased proportionally. His record is one of steady, satisfactory service and of whole-souled devotion to the interests intrusted to him. As the business of the Fullerton brothers grew, an arrangement was perfected whereby Mr. Goepel's savings became a part of the capital of the concern, and he received interest at the same rate as the other investors. When the company was incorporated he took stock in it and was made a director, retaining his position as manager of the yards in Kansas. When Mr. Sheldon resigned the treasurership in 1898, Mr. Goepel was elected to fill his place.

During the first years of his occupancy of that office he acted as credit man and as lumber buyer for the forty or fifty retail yards owned by his company, in which he is now the fourth principal stockholder. He is treasurer also of the Bradley Lumber Company, of Warren, Arkansas; the Gulf Land & Lumber Company, of Stables, Louisiana, and the Fullerton-Powell Hardwood Lumber Company, of South Bend, Indiana.

Mr. Goepel is a Republican in politics. The only secret order with which he is affiliated is the Masons.

A predominating characteristic of this gentleman is his modest disposition. He faced the pirates with fair grace, but when publicity is mentioned he trembles at the prospect. Mr. Goepel's interests center in his handsome home in St. Louis, Missouri. He married Miss Louise Idatte, at Des Moines, June 2, 1879, and takes greater pride in his family, consisting of his wife and four children, than he does in his business successes. The children are Louise, aged twenty-two; Emma, twenty; Frances, ten, and Alexander, seven. It is scarcely fair, however, to omit from his family his wife's father, taken into his home and heart when he married, who is an honored member of this happy circle. This action of Mr. Goepel's was typical of the man.



Curtis M. Jennings

A few generations ago it was deemed essential that a young man intending for a business career should learn his trade by rote. Today while broad knowledge is desirable, special knowledge in all branches of the business is the rule. One of the pioneer specialists in lumber is Curtis Morrison Jennings, of St. Louis, Missouri.

Curtis M. Jennings was born at Rising Sun, the county seat of Ohio County, Indiana, October 24, 1852. He is the son of John M. Jennings and Sarah B. Jennings. In this town on the Ohio River the boy spent his days in school and at play. He was a strong, healthy lad when in 1867 he left the scenes of his birth and went to St. Louis, then a city slowly recovering from the effects of the Civil War. Seeking employment, chance took him to the office of Joseph Bogy & Co., a well known lumber firm, where he was given the position of office boy.

Another youth who entered the employ of the firm a short time after Curtis M. Jennings was John S. Berthold. Both lads were determined and quick to learn, and advancement came to them as a result of the interest taken in the business of their employers. A strong feeling of friendliness sprang up between the two young men as they shared together their common interests. No rivalry between them, for each was a genuine promoter. Thrift was characteristic of both, and by 1870 they had saved enough money to take advantage of an opportunity which came to the partners of Joseph Bogy & Co.

As the firm of Berthold & Jennings, John S. Berthold and Mr. Jennings began the re-organization of the firm in 1870. Experience bore out no small part of the wisdom of the partners and from the start the firm's business prospered. Mr. Jennings



CURTIS MORRISON JENNINGS

Curtis M. Jennings

A few generations ago it was deemed essential that the young man destined for a business career should learn his trade as a whole. Today, while broad knowledge is desirable, special knowledge is all important, and the specialist is found in every walk of commercial and professional life. One of the pioneer specialists in lumber is Curtis Morrison Jennings, of St. Louis, Missouri.

Curtis M. Jennings was born at Risingsun, the county seat of Ohio County, Indiana, October 24, 1852. He is the son of John M. Jennings and Sarah B. Jennings. In this town on the Ohio River the boy spent his days in school and at play. He was a strong, healthy lad when in 1867 he left the scenes of his birth and went to St. Louis, then a city slowly recovering from the effects of the Civil War. Seeking employment, chance took him to the office of Joseph Bogy & Co., a well known lumber firm, where he was given the position of office boy.

Another youth who entered the employ of the firm a short time after Curtis M. Jennings was John S. Berthold. Both lads were industrious and quick to learn, and advancement came to them as a reward for the interest taken in the business of their employers. A strong feeling of friendliness sprang up between the two young men as they labored together, and there was more or less rivalry between them, to see who could gain promotion first. Thrift was characteristic of both, and by 1872 they had saved enough money to take advantage of an opportunity to buy out the business of Joseph Bogy & Co.

As the firm of Berthold & Jennings, Mr. Berthold and Mr. Jennings began the wholesaling of lumber in St. Louis. Experience formed no small part of the assets of the partners, and from the start the firm's business prospered. Mr. Jennings

was not a dreamer, nor did he evolve any impossible schemes, but he did plan and shape the affairs of the concern along lines that were out of the ordinary in the lumber industry. Five years after the firm was organized the volume of business demanded larger supplies of stock than could be secured at mills not controlled by the concern. To provide adequate stocks Mr. Jennings proposed operating sawmills, and mills were secured in Missouri and Mississippi, where yellow pine was manufactured, to be marketed in St. Louis, Chicago and the West generally. The milling business was abandoned in 1890, the firm following the wholesale business exclusively and handling yellow pine and oak lumber, particularly heavy building timber and material for railroads and car construction. This line was gradually developed until in a few years the retail trade was dropped altogether and the firm catered alone to the large consumers. These lines have been adhered to steadfastly, and the firm is known throughout the country by lumber contractors of great city structures and factories, railroad purchasing agents and car building companies.

From 1877 to 1890 Berthold & Jennings maintained yards in East St. Louis, where was carried a stock of from 4,000,000 to 5,000,000 feet of car sills. The yard was discontinued when it was found shipments could be made promptly from the mills where the orders were placed. The firm places its business with several yellow pine mills in Missouri, Arkansas, Louisiana and Mississippi, taking practically all their output. A yard is operated in St. Louis to care for certain lines of trade and a large stock is carried at this point.

Shortly after Berthold & Jennings engaged in the manufacturing line it was found that the transportation companies were unprepared to furnish rolling stock designed for the purpose of carrying large timbers. In 1878 the firm bought 100 flat cars, instead of relying upon the railroads for cars, and ten years later was incorporated the North & South Rolling Stock Company, of which Mr. Jennings became treasurer. At the time the first order for cars was placed, the Chicago, St. Louis

& New Orleans Railroad—now a part of the Illinois Central Railroad—did not have enough cars of the proper length to ship heavy lumber, and this was the chief reason why the firm decided to have its own cars. The business of the company grew beyond the expectations of its promoters and today the North & South Rolling Stock Company has 500 cars, including refrigerator, box and flat cars, in its equipment. Not having use for this number of cars in its own business, it has leased many of them to different individuals, corporations and railroads.

Another company in which Mr. Jennings is interested is the Excelsior Car Roofing Company, of which he is president. This company, which is incorporated, manufactures galvanized iron roofing at St. Louis, and the plant has an annual capacity of about 15,000 roofs. The concern was incorporated in the year 1892.

From the start Mr. Jennings' lumber career has been that of a specialist—car material, heavy railroad and heavy building material, and a rolling stock company organized to own cars for the carrying of heavy material, have been his specialties, with the car roofing business as a side issue. But all of these lines are related, and he has followed out the ideas originally conceived when he embarked in the lumber business. He has not been tempted from this path by the success of lumbermen in other lines of the industry—he has not sought after strange gods in new ventures—but has remained a specialist.

During his career in St. Louis in the lumber business Mr. Jennings found time, some years ago, to act on the board of directors of the Citizens' Bank, afterward consolidated with the American Exchange Bank. For six years he served in the directorate of this strong financial institution.

Mr. Jennings is a man of family. His wife, formerly Miss Jeannie Pitcher, of St. Louis, together with five children, share his home. Mr. and Mrs. Jennings were married January 19, 1878. Their children are Laura, Curtis P., Marguerite, Jeannette and Helen.

Personally, Mr. Jennings is a modest, unassuming man. He is greatly esteemed in St. Louis, as he is elsewhere, for his sterling qualities of character and for his uniform courtesy. He is easily approached, informal in everything he does, in either a business or a social way, and he is excellent and agreeable company. His interest in what pertains to the general welfare of his home city, while unostentatiously shown, has added largely to his popularity as a citizen of St. Louis, and, incidentally, to the esteem in which he is deservedly held in both the society and the business circles of that city.





Andrew J. Neimeyer

The following is a brief sketch of the life of Andrew J. Neimeyer, who is now residing in St. Louis, Missouri, at the head of the A. J. Neimeyer Lumber Company.

He was born near Hamilton, Butler County, Ohio, April 6, 1852. His father and mother were both originally Pennsylvanians, but went to Ohio and settled there in 1830. The elder Neimeyer was a farmer, and also operated a small sash sawmill, which he erected on the home place about a year before the son's birth. It was under his father's supervision that A. J. Neimeyer began his first efforts at self-support, devoting his later boyhood and earlier manhood years to cultivating the soil. During the winter months he attended the common schools of his neighborhood, which training constituted the whole of his scholastic experience.

His first practical experience in the lumber business began in a retail yard. In 1869 he was given employment in the yard of his brother, John Neimeyer, at Adelle, Iowa, being then seventeen years of age. In 1870 he took charge as manager, at Adelle, of a yard owned by his brother-in-law, Robert Major, which position he retained until 1880. In May of that year he opened a yard at Grand Island, Nebraska, and the purchase and sale of lumber were followed each other rapidly from that time. He followed his Grand Island purchase by starting a yard at Ashland, Nebraska, in 1880. Twelve months later he bought out E. M. Smith, at Omaha, Nebraska. In the same year, 1882, he sold out the yard at Des Moines and O'Neill, and, in 1883, opened yards at Kearney and Minden, Nebraska.



ANDREW JOHNSON NEIMEYER

Andrew J. Neimeyer

The necessary quality in a man's mental make-up, if he would be sure of success in his business undertakings, is faith in his own ability. One who has had this confidence in himself, and who has, in consequence, wrested his share of wealth from the forests, is Andrew Johnson Neimeyer, of St. Louis, Missouri, at the head of the A. J. Neimeyer Lumber Company.

He was born near Hamilton, Butler County, Ohio, April 6, 1852. His father and mother were both originally Pennsylvanians, but went to Ohio and settled there in 1834. The elder Neimeyer was a farmer, and also operated a small sash sawmill, which he erected on the home place about a year before the son's birth. It was under his father's supervision that A. J. Neimeyer began his first efforts at self-support, devoting his later boyhood and earlier manhood years to cultivating the soil. During the winter months he attended the common schools of his neighborhood, which training constituted the whole of his scholastic experience.

His first practical experience in the lumber business began in a retail yard. In 1869 he was given employment in the yard of his brother, John Neimeyer, at Atlantic, Iowa, being then seventeen years of age. In 1878 he took charge as manager, at Atlantic, of a yard owned by his brother-in-law, Robert Major, which position he retained until 1880. In May of that year he opened a yard at Dorchester, Nebraska, and the purchase and sale of lumber yards followed each other rapidly from that time. He followed his Dorchester purchase by starting a yard at Odell, Nebraska, in 1881. Twelve months later he bought out E. M. Allen, at Juniata, Nebraska. In the same year, 1882, he sold out the yards at Dorchester and Odell, and, in 1883, opened yards at Kenesaw and Minden, Nebraska.

Although already a busy man, from 1880 to 1883 he attended to the buying for the yard at Atlantic, Iowa. In 1883-6 he conducted his operations from headquarters at Minden, and, in 1885, established yards at Dorchester, Friend, Nelson and Edgar, Nebraska. This left him in active ownership of seven yards. In the following year he opened a yard at Hastings, Nebraska, and there he operated also in sash, doors and blinds.

The manufacturing field was entered by Mr. Neimeyer in 1887, when he organized, with C. R. Jones, of Juniata, Nebraska, the A. J. Neimeyer Lumber Company, and operations were started at New Lewisville, Lafayette County, Arkansas. He became president of the company, which opened an office at Texarkana, Arkansas. In 1888 the concern added a planing mill at Waldo, Arkansas, and moved its headquarters to St. Louis, Missouri, where a general wholesale business was carried on until 1890.

Following Mr. Neimeyer's disposal of his retail yards in 1889, occurred his first and only financial reverse. In the year named he moved to Denver, Colorado, attracted by the possibilities of coal mining. He had charge of his Colorado interests for one year, but, being outside of his natural element, the results were disastrous. He had retained, however, his interests in the South and after his coal experience he assumed charge of the plant at Waldo, Arkansas. In 1891 the sales offices of the Neimeyer company were reopened in St. Louis, having been abandoned in 1889, and Mr. Neimeyer has made his headquarters there ever since. In 1901 the company cut out at Waldo and the business was closed up, the concern having cut about 15,000,000 feet of lumber a year during its active operations.

Subsequent to his disposition of his retail interests in 1889, Mr. Neimeyer again entered the retail field. In January, 1901, together with G. M. Maas, he organized the Maas-Neimeyer Lumber Company, of Indianapolis, Indiana, though in September, 1902, Mr. Neimeyer sold his interest in this business to his partner.

In 1895 Mr. Neimeyer and others organized the Saginaw Lumber Company, at Saginaw, Arkansas. The company, of which Mr. Neimeyer is president, is operating at that point, cutting yellow pine to the extent of about 15,000,000 feet annually and having, in connection, a logging road twenty-three miles long. It has several years' cut yet in sight and available timber back of that for further operations.

One of the best-known organizations of which Mr. Neimeyer is the executive head is the Monarch Lumber Company, of St. Louis, a wholesale concern. It was organized February 15, 1898, as a selling agency for the A. J. Neimeyer Lumber Company, the Freeman Lumber Company, the Saginaw Lumber Company and the Bluff City Lumber Company. A reorganization of the selling concern was made January 1, 1900, when the Saginaw company alone was retained as an affiliated company. Since then, however, two other concerns—the Bienville Lumber Company, of Alberta, Louisiana, and the Columbia Lumber Company, of Lumber, Arkansas—have been taken over. The Saginaw company's plant has an output of about 65,000 feet a day; the Bienville company, 125,000 feet daily, and the Columbia company, 60,000 feet a day. The Bienville company has timber holdings approximating 100,000,000 feet, having bought 40,000,000 feet of pine timber in Bienville and Red River parishes late in 1904. Mr. Neimeyer is president of the three companies named.

One of the larger interests of Mr. Neimeyer is in 80,000 acres of mixed pine and hardwood timber lands in Pulaski, Saline and Perry counties, Arkansas. Mr. Neimeyer bought this timber and organized the A. J. Neimeyer Lumber Company, of Little Rock, Arkansas, of which corporation he is president. Associated with him in the enterprise were W. A. Davenport, who became vice president; Frank Neimeyer, secretary and treasurer; Joseph Fuess and Charles Becker, the latter two of Belleville, Illinois. The company was incorporated with an authorized capital of \$750,000. An estimate of 69,979.91 acres of this land showed it contained 316,776,300

feet of pine and 81,961,190 feet of oak, a total of 398,737,490 feet, or an average of about 5,697 feet to the acre. While operations have not been started on the timber, plans have been drawn for the building of a modern mill and surveys made for a railroad.

Mr. Neimeyer has been a strong association man. Upon the organization of the Arkansas & Missouri Yellow Pine Company, in 1895, he was made president and held that position until its disbandment in 1897. Since 1891 he has been treasurer or director of the Southern Lumber Manufacturers' Association.

Mr. Neimeyer married Miss Salena M. Hollcroft, of Emporia, Kansas, March 1, 1883. His immediate family consists of only himself and his wife and the couple make their home in St. Louis, enjoying the social life of that city.

Mr. Neimeyer is a member of the Mercantile Club of St. Louis, and is a good and loyal Hoo-Hoo, having been among the earlier members of that fraternity. He is devoted to tennis and other outdoor sports and is an enthusiastic baseball supporter. He has surrounded himself in business with capable lieutenants, and, because of their able assistance, he impresses the casual observer as a man of unusual leisure, though he is, in business hours, one of the busiest of men in a busy community.



Charles J. Friesen, M.D.

Tutor

COLLEGE

Figure 1

furthering the progress of mankind in the young Republic and many of the great men during the last two or three generations in the States were born in the fatherland. In this country, however, they found chance for a free expansion of their energies and there they shaped their careers and sought and found position and fortune. One of these men who, in his place and time, gained the high esteem of his fellow citizens, and, in a modest way, achieved a genuine success in the lumber business, was Charles Frederick Luehrmann, of St. Louis, Missouri, who died in that city on September 24, 1900.

[illegible]

Hanover, March 21, 1871. Hanover
 Mann, his mother, Anna Maria (nee)

When the subjects of the study were 18 years old, their parents left the land of their birth and moved to the United States.

CHARLES FREDERICH LUHRMANN



CHARLES FREDERICH LUEHRMANN

Charles F. Luehrmann

Teuton blood, with its characteristics of stalwart intellect, courage, conservatism and fixity of purpose, has given to the United States many of its best and most public spirited and devoted citizens. The German race has been influential in furthering the progress of industry, commerce, science and art in the young Republic and many of the men most prominent during the last two or three generations in the United States were born in the fatherland. In this country, however, they found chance for a free expansion of their energies and here they shaped their careers and sought and found position and fortune. One of these men who, in his place and time, gained the high esteem of his fellow citizens, and, in a modest way, achieved a genuine success in the lumber business, was Charles Frederick Luehrmann, of St. Louis, Missouri, who died in that city on September 24, 1900.

He lived an honorable and upright life in the metropolis of Missouri, where he built up a business structure that has survived his passing and which for years, doubtless, will serve to commemorate his name. He was a man of mental force, strong, industrious, far-seeing and resourceful. He was a public-spirited man as well, and sought to give an uplifting hand to his city and State, his adopted country and his friends. He proved himself a brave soldier in the war between the Blue and the Gray and won promotion from the ranks by his ability to command men.

Charles Frederick Luehrmann came of a fine old German ancestry. He was born in Wester, Olendorf, Amt Melle, Hanover, March 15, 1835. His father was Herman Luehrmann, his mother Anna Mary (née Meier).

When the subject of this sketch was but three years old his parents left the land of their, and his, birth and came to

America. It is a somewhat curious fact that the son never returned to Germany and never again saw any of his relatives in the German Empire. His identity with the United States from early age was so complete that there was no call of heredity, and the opportunity did not arise for return as a tourist.

The Luehrmann family, in 1839, settled in Cincinnati, Ohio, which, at that time, although fifth in population among the cities of the country, had only about 45,000 population. It was in that city that Mr. Luehrmann received his early training and schooling along with his brothers, Chris, John H. and William Luehrmann, and a sister. In accordance with the custom in those days, which insisted that a suitable preparation for life consisted in an apprenticeship to some trade, which the youth of the period were expected to master and follow, Charles Luehrmann, at the age of twelve years, went to work with a carpenter under a contract made by his father. He was an apt lad and made considerable progress in mastering the use of the tools and lumber. In fact, the experience then gained was of great assistance to him later, in his career as a lumberman, as it gave him an insight into the various uses of the product of the saw and planing mill and was the foundation of his large knowledge of the demands of lumber consumers.

Leaving Cincinnati at the age of nineteen years, Mr. Luehrmann went to St. Louis in 1854, perhaps inspired by an inherent wanderlust; certainly attracted by the growing prominence of St. Louis as the then time metropolis of the Mississippi Valley, and, perhaps, with some definite purpose of widening his experience and knowledge. He found a position with the Mississippi Planing Mill Company, a concern which is still in existence, at the corner of Thirteenth and O'Fallon streets. For eleven years—from 1854 to 1865, with the exception of the time he served in the Confederate army—he was with this concern.

It was in May of the first year of the Civil War that Mr. Luehrmann enlisted in the Missouri Home Guards, to fight for the cause in which he sincerely believed and for which he

was willing to make the greatest sacrifice demanded of men. Though he entered the regiment as a private, he was advanced in rank from time to time and when mustered out he was captain of the company. While most of his service was within the confines of the State, his record was no less full of valorous deeds. One of his brothers, Chris, was killed in the battle of Chickamauga. At the close of the war, with no business connections and with the future open before him, he cast about for employment of his talents and energies. Notwithstanding his previous experience, he did not at once engage in the lumber trade; instead, he became identified with the tobacco brokerage business. In 1866, however, he started a planing mill and box factory on Cass Avenue, St. Louis, under the firm name of Woerheide and Luehrmann, employing a force of 150 hands. This business prospered, but in 1875 he was compelled to give it up because of a growing defect of his hearing. In this year, 1875, he became a commission lumberman, establishing an office at 1526 Biddle Street, St. Louis, where he remained for fifteen years. The commission branch of the industry was one of particular distinction in those days and the methods in vogue differed somewhat from those of today. Mr. Luehrmann, during this time, handled a great deal of lumber by barge and was one of the first to introduce cottonwood as a substitute for poplar in the St. Louis market, and was among the leaders in bringing this wood, which up to that time had been neglected, into general use.

Mr. Luehrmann admitted his son, George E. W., into the business on October 21, 1890, and the institution was incorporated as the Charles F. Luehrmann Hardwood Lumber Company, which name it retains at the date of this publication. Offices were established at 148 Carroll Street, St. Louis, and yards near the freight station of the St. Louis, Iron Mountain & Southern Railway. The officers of the company were Charles F. Luehrmann, president; G. E. W. Luehrmann, secretary and treasurer, and Edward H. Luehrmann, vice president.

Operations concerned with the supply of lumber for this business, which grew to large magnitude, were carried on at Avenue Landing, Missouri, and Metropolis, Illinois, and, later, at Luehrmann, Marianna, Luxora and Biggers, Arkansas.

Mr. Luehrmann was twice married. His first wife was Miss Louise Kurtz, whom he wedded in 1855 and whose death occurred in 1864. By this marriage Mr. Luehrmann had two daughters, Mrs. Mamie Brueggeman and Mrs. Louise Boecker, of St. Louis. On November 13, 1865, he took as his second wife Miss Mary C. Welcker, by whom he had three sons, George Ernest William, Edward H. and Alfred Luehrmann. During the latter years of his life Mr. Luehrmann relaxed in his devotion to business pursuits and traveled extensively through the United States, adding to his experience and mental equipment those acquirements which contact with different peoples will bring. He was fond of social life and of filling his home with friends. He was a lover of music and an earnest patron of the musical art. He was a lover of nature and animal life, also, and had a stable with blooded horses which he himself drove. Part of his recreation was in getting away from the cares of business. He was fond of hunting and fishing, to which he devoted frequent intervals in the midst of business cares.

Mr. Luehrmann was a Republican in politics, but never took an active part in any political campaign, neither was he a member of any fraternal order. His religious affiliations were with the Evangelical Lutheran Church.



George E. W. Luehrmann

Fortunate is he who is able to find a career in which he can follow his own inclinations and which will embrace it. Let it be a profession, or chances to do things and to acquire education, and sometimes it seems as if the main thing were to make the most deplorable use of among the many opportunities. The boy or young man who is willing to embrace the first promising chance, without consideration of the size or business of the career involved in it, and who is willing to work hard and persistently for all the advantage there is in his allotted pursuit, is sure to win at least a measure of success. Such a one has been George E. W. Luehrmann, of St. Louis, Missouri.

George Ernest William Luehrmann is the son of Charles Frederick Luehrmann and Mary (Welcker) Luehrmann. He was born in St. Louis, Missouri, March 25, 1868. St. Louis is still Mr. Luehrmann's home and the head center of his business. Lacking very spectacular or thrilling incidents from his boyhood service in a pioneer community, he began his career in the neighborhood as a lumber manufacturer, doing well and accumulating a large fortune.

He began his education at an early age and graduated from high school at the age of eighteen years of age. His first business connection was with the Verden Lumber Company, which was one of the largest concerns of St. Louis. He was employed by the company for a number of years, and began school in the evening at the St. Louis Commercial College, where he was a member of the Commercial Club. He was a member of the St. Louis Commercial Club, and was elected to the position of president of the club. He received a degree in commerce from the St. Louis Commercial College, and was employed in the merchandising of hardwoods in the St. Louis lumber yard.

GEORGE ERNEST WILLIAM LUEHRMANN



GEORGE ERNEST WILLIAM LUEHRMANN

George E. W. Luehrmann

Fortunate is the man who is born to good opportunity; more fortunate is the man who is born with a faculty to see an opportunity and with a will to embrace it. Life is full of opportunities, or chances to do things and to acquire advantages, and sometimes it seems as if the main thing were to make the most desirable selection among the many opportunities. The boy or young man who is willing to embrace the first promising chance, without consideration of the strenuousness of the career involved in it, and who is willing to work hard and persistently for all the advantage there is in his allotted pursuit, is sure to win at least a measure of success. Such a one has been George E. W. Luehrmann, of St. Louis, Missouri.

George Ernest William Luehrmann is the son of Charles Frederick Luehrmann and Mary (Welcker) Luehrmann. He was born in St. Louis, Missouri, March 25, 1868. St. Louis is still Mr. Luehrmann's home and the head center of his business affairs. There is nothing very spectacular or thrilling in the recital of his career from his boyhood service in a pioneer hardwood yard to his mature manhood as a lumber manufacturer, dealer and timber owner, with a large fortune.

He began his schooling at an early age and graduated from high school in 1886, when he was eighteen years of age. His first employment was with the J. Verden Lumber Company, one of the pioneer hardwood concerns of St. Louis. Late in the same year that he left school he became engaged with the Barry Hardwood Lumber Company, where he remained about six months, in the meantime familiarizing himself with the rudiments of the business. In 1887 he became bookkeeper for the St. Louis Lumber Company. In these several connections he received a general tuition in the handling and merchandising of hardwood lumber, which included various yard

and office details. It was not long before the young man's industry and intelligence commended him to his employers and he was made assistant manager of the business. He remained in this relation until October 21, 1890, when he formed, with his father, the Charles F. Luehrmann Hardwood Lumber Company.

The officers of this organization were Charles F. Luehrmann, president; George E. W. Luehrmann, secretary and treasurer, and Edward H. Luehrmann, a younger son, vice president. The capital of the company was \$25,000, but this was increased to \$120,000. With the growth of the business the capital was again increased to \$200,000, in 1901. The death of the senior Luehrmann in 1900 left the sole control of the business in the hands of George E. W. Luehrmann. Upon the reorganization of the company George E. W. Luehrmann became president; E. H. Luehrmann, vice president, and Thomas W. Fry became a director and also an officer.

In the same year the Luehrmanns and Mr. Fry organized and incorporated the Indiana & Arkansas Lumber & Manufacturing Company, with a mill plant at Marianna, Lee County, Arkansas, a situation in the midst of the richest and most extensive hardwood section of the State. Mr. Luehrmann is president of this company; E. H. Luehrmann, vice president, and M. P. Fulton, secretary and general manager. As fast as the profits of the business accumulated a surplus it was invested in timber lands, mainly or altogether hardwoods. These purchases continued to be made until the company had acquired stumpage to the amount of 500,000,000 feet, which may be claimed as an extraordinarily large holding of standing hardwood. The company manufactures about 25,000,000 feet of lumber a year, consisting of oak, gum and a general line of southern hardwoods. Its methods of manufacture are as thorough as are those pertaining to the distributing business in St. Louis.

From the time Mr. Luehrmann assumed the executive office in his company he has manifested a remarkable energy

in pushing forward enterprises that would conduce to its prosperity and progress. While, without doubt, the other members of the Luehrmann company have contributed a large share of the success of their enterprises, it is plain that the executive and managerial functions, from the beginning to the present state of the distributive and manufacturing branches, have been performed by the president.

One of Mr. Luehrmann's strong characteristics is his conservativeness. It is his habit to be very careful about coming to a decision concerning any business proposition that may be made to him and to delay his conclusions until he has fully digested the merits of the case and weighed accurately all of its elements. After he has made up his mind that the proposition is a good one and has resolved to undertake carrying it into effect he proceeds at once and pushes it with all the means and power at his command, never doubting that it will be a success. Thus he evinces confidence in his own ability to arrive at safe conclusions and is ready to stake any reasonable amount on the result. The fact that the Luehrmann interests have within fifteen years developed from a capital of \$25,000 to one of \$1,000,000 and are backed by 500,000,000 feet of standing timber and a large sawmill industry, proves that he has not been a victim of misplaced confidence in himself.

Mr. Luehrmann more than once has explained the reason for his early investments in timber lands. He has said that he had noticed that most lumbermen in Michigan who had bought stumpage became rich. It was his observation that the men who simply owned mills did not necessarily become rich, while others who were strictly dealers or yardmen did, in some instances, make money. He was not entirely satisfied until he had come into possession of timber, the advancing price of which annually added to his assets. Being accustomed to hardwoods and having a large trade in southern lumber, he naturally concluded that if there was profit to be had from the ownership of pine lands, which are of small value after the

timber shall have been removed, there certainly must be in the hardwood areas of the South, which are rich in agricultural possibilities that can be realized after the trees have been converted into lumber.

As is the case with many other timber owners and lumber manufacturers, Mr. Luehrmann is a railroad man. He is president of the L'Anguille River Railroad, which extends into the forest from Marianna, primarily built for hauling logs, but which eventually will become a traffic line. He is president also, of the Wayne Manufacturing Company, of St. Louis, a prosperous concern that turns out washing machines. In a short time after he had taken hold of this business the product of the factory was increased 50 percent. Mr. Luehrmann is vice president of the Krimminger Saw Mill Company, of Biggers, Arkansas, which is employed regularly in cutting hardwood lumber. He is a director of the Lincoln Trust & Title Company, a banking institution of St. Louis, which has a capital of \$1,500,000. He was for many years a director of the Hardwood Lumber Exchange, of St. Louis, and has served as vice president of the Hardwood Lumber Manufacturers' Association of the United States.

Mr. Luehrmann is a member of the Union Club, of St. Louis, and is interested in social life, though in this respect he lacks the aid and prestige enjoyed by a married man, for he is a bachelor. He is a lover of music and dotes on the possession of an ancient violin, which he received from an old steamboat captain. This instrument dates back to 1642.

Mr. Luehrmann is a member of the Legion of Honor. He is a man of high character as well as ability. He has traveled extensively in the United States and in Europe, and, while his achievements each year have been remarkable, he has not failed to enjoy and profit by that education which comes from travel, and has enriched his life by participating in the refinements of social intercourse and literary culture.



Uriel Lee Clark

A descendant of the early settlers who have grown to large numbers, the Clark family has been prominent in the lumber business in the Northwest. This fact has attracted many who, by their skill and enterprise, have been successful in building up large and important business houses. Uriel Lee Clark, of St. Louis, Missouri, is widely known as a timber expert and has had considerable influence in the development of lumber manufacture in Arkansas and Louisiana.

Mr. Clark served his apprenticeship in the lumber business as a yard hand at a mill belonging to his father, at Hunters Creek, Michigan. He was born in the Wolverine State, and in his earlier experience he learned much about the white pine production of the North. Less than two decades ago he left his native State to follow the lumber business in the Southwest, and it is there he devoted his energies and gained an enviable reputation among lumbermen.

Uriel Lee Clark was born October 1, 1854, at Hunters Creek, a town in Alpena County, Michigan, on the Bay City division of the Michigan Central Railroad, about fifty-five miles north of Detroit. His father was John Clark, an Englishman, and his mother was Elizabeth Townsend Clark, who came of Pennsylvania Dutch ancestry. The father was the owner of a farm, and, by his thrift and industry, made it a valuable property and saved sufficient money to enable him to engage in the lumber business. Young Clark spent his youth on the farm and received the education such as is afforded in the village school of a farming community.

When Uriel was approximately twelve years old his father built a sawmill and began the lumbering business. The mill was of circular type and was a good-sized plant for that period,

URIEL LEE CLARK



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Uriel L. Clark

A distinct line of the lumber industry which has grown to large proportions in recent years, more particularly in the Southwest, is the buying and selling of timber lands. This field has attracted from manufacturing itself many who, by their training and enterprise, have been successful in building up large and important business houses. Uriel Lee Clark, of St. Louis, Missouri, is widely known as a timber expert and has had considerable influence in the development of lumber manufacture in Arkansas and Louisiana.

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Uriel L. Clark was born October 1, 1854, at Hunters Creek, a town in Lapeer County, Michigan, on the Bay City division of the Michigan Central Railroad, about fifty-five miles north of Detroit. His father was John Clark, an Englishman, and his mother was Elizabeth Townsend Clark, who came of Pennsylvania Dutch ancestry. The father was the owner of a farm, and, by his thrift and industry, made it a valuable property and saved sufficient money to enable him to engage in the manufacture of lumber. Young Clark spent his youthful days on the farm and in acquiring an education such as is afforded by the district school in a farming community.

When Uriel Clark was eighteen years old his father built a sawmill and began the manufacture of lumber. The mill was of circular type and was a good-sized plant for that period,

having a capacity of from 40,000 to 50,000 feet a day. When the mill was put into operation young Clark entered the employ of his father as a general hand in the yard, where he sorted and piled lumber, before going into the mill itself to study the details of manufacture. When winter came he went into the woods with the crews and took a hand in the cutting and skidding of logs. Five years spent about the mill and in the woods had well prepared him to take an interest in the business conducted by his father, so in 1877 he was taken into partnership and the firm continued as J. Clark & Son. Although the firm owned some timber the policy was followed of buying from various owners and conserving its own timber holdings as long as it was possible to secure a supply of logs for the mill from outside lumbermen. In the earlier stages logs were not hard to secure, but as white pine in that section began to be cut out, as much as \$100 an acre was paid for timber lands. Mr. Clark disposed of his interest in the business in 1890 to his two younger brothers, Arthur J. and Ward B. Clark.

By this time little in the way of white pine that was not held at an extremely high figure was to be found in the section of country familiar to Mr. Clark. Yellow pine was coming more to the fore, and he had considered the southern field and its opportunities. Going to Missouri, he examined some timber lands and bought a considerable acreage for himself. In the same year he went South he undertook a sawmill operation at Winona, Shannon County, Missouri. It was in that State he began on a larger scale the buying and selling of timber lands, and he remained there cleaning up several timber deals until 1893, when he commenced investing in timber lands in Arkansas. In the latter State he bought considerable timber. Early in 1897 he sold a tract of yellow pine timber in Arkansas for \$8.25 an acre, the price named being thought to be the highest that ever had been paid for yellow pine timber in Arkansas up to that time.

Later, Mr. Clark became interested in timber properties

in Louisiana and he bought and sold much land in Winn and Natchitoches parishes. As an illustration of the rapid growth in the value of timber lands, Mr. Clark in 1899 sold some land for \$10.25 an acre for which he had paid but \$3 an acre the year before. Invariably his investments in timber land have been profitable, though the success which has attended his efforts can be ascribed partly to the training which he has had in the value of timber. One large deal of Mr. Clark's was the sale of 40,000 acres to northern parties. He has been active in acquiring timber tracts involving from 5,000 to 50,000 acres and his company now has 75,000 acres in a solid body in southwestern Arkansas. He owns other timber land and valuable mineral properties.

For the purpose of dealing in timber lands Mr. Clark, in 1896, organized the Detroit Timber & Lumber Company, with a capital stock of \$10,000. Mr. Clark became president; John G. Ferguson, secretary, and W. B. Clark, Mr. Clark's brother, vice president. In 1898 the capital stock of the company was increased to \$40,000. The business has grown steadily, so that, while several cash dividends have been paid to the stockholders, the company now has a paid-in capital of \$500,000.

Mr. Clark's career has not been all in the direction of success. He has met with reverses, as has nearly every other man of enterprise, and one of these losing ventures was in the operation of a sawmill at Rochelle, Louisiana. He had \$10,000 which he invested in this plant in 1896, but the proposition did not prove profitable and his capital was wiped out. However, more capital was put in, which enabled Mr. Clark in the following year to recoup his losses, and then he moved to St. Louis to direct his timber operations in the Southwest from that city.

One of the large deals made by Mr. Clark was consummated in 1901, when he bought the property of the Martin Alexander Lumber Company, which included 10,000 acres of timber, five miles of railroad, saw and planing mills. His

company purchased 20,000 acres more, making a 30,000-acre tract, and a few months later this property was sold to Wisconsin people.

Mr. Clark has a beautiful home in St. Louis, at 4010 Lindell Avenue, where he resides with his wife and one daughter. He married, October 6, 1879, Miss Lillie M. Lamb, daughter of a banker of Imlay City, Michigan. He has a summer home near Detroit and a stock farm of 500 acres upon which is a herd of fine shorthorn cattle.

Mr. Clark is a member of the Mercantile Club and the Glen Echo Club, in St. Louis. Among his outside interests is the Earl Mining Company, of Detroit, Michigan.



Arthur C. Ramsey

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are accentuated, and the man who in ordinary life would have
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who, when honored with a high office as a reward for faithful
service, is able to wear his laurels with grace and credit to
himself.

The subject of this sketch is one of the younger of the
second generation of yellow pine lumbermen of the South.
He is entitled to be called a thorough lumberman, for experi-
ence has taught him the business in its different phases and he
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tined to be a leader, rather than a plodder.

When Arthur Clark Ramsey was selected to fill the highest
position within the gift of the Order of Hoo-Hoo, Chief of
the universe, in the annual convention held at Oklahoma
City, Oklahoma, September 10, 1906, he received the returns
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In the days before the Civil War, Clark Ramsey,
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ARTHUR CLARK RAMSEY



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It is fortunate for most men that Fate moves them but little from the rut of their existence. Prosperity and success are adverse influences to some natures and many men can not endure an elevation to a position above their fellows. In that fierce light which beats upon a throne the defects of character are accentuated, and the man who in ordinary life would have passed unnoticed becomes the victim of his own magnified weakness. The more credit is due, therefore, to the man who, when honored with a high office as a reward for faithful service, is able to wear his laurels with grace and credit to himself.

The subject of this sketch is one of the younger of the second generation of yellow pine lumbermen of the South. He is entitled to be called a thorough lumberman, for experience has taught him the business in its different phases and he has a wide diversity of interests for a man who has not yet reached the thirty-second milepost of his career. He was destined to be a leader, rather than a plodder.

When Arthur Clark Ramsey was selected to fill the highest position within the gift of the order of Hoo-Hoo—snark of the universe—at the annual concatenation held at Oklahoma City, Oklahoma, September 10, 1906, he reaped the returns of his tireless work on behalf of the order, receiving an honor that has been conferred upon but fourteen men before him, and one that represents the hearty good-will of the 13,000 Hoo-Hoo of the United States.

In the days before the Civil War Arthur Clark Ramsey, the grandfather of Mr. Ramsey, was a Methodist minister and a plantation owner in Alabama. His son, William King Ramsey, brought up in the South and bred to southern principles, was a gallant soldier of the Confederacy, serving four years

under General Gordon and General Jackson. After the war he settled in Camden, Arkansas, where, three or four years later, he married Mary Vickers. To them, on December 11, 1874, was born a son, Arthur Clark Ramsey. When old enough the boy entered the public schools of Camden, continuing his studies there during his youth. He was industrious in his school work, and carried his industry outside of school. Not content to be unemployed during the long summer vacations at an early age he sought employment for his spare time. During successive summers he worked as a clerk, timekeeper for a contractor and rodman for a civil engineer, holding these positions only two or three months until time to return to his studies, and accepting whatever wages he could get. At the end of his junior year in the Camden high school he took a place as clerk in the post office at Camden, remaining there a year. He found, however, that he needed a broader general education to equip him for his life work, and with this end in view he spent a year at Hendrix College, at Conway, Arkansas, going to Searcy, Arkansas, the following year, where he took a business course at Searcy College.

By making the best of these opportunities Mr. Ramsey found that he was well equipped for his entry into the business world. His first connection with the lumber business came about through his employment with the Camden Lumber Company, of Camden, Arkansas, as stenographer, July 5, 1891. This concern had several sawmills at various points between Camden and Eldorado, Arkansas, and a planing mill at Camden; but a short time after he entered its service the plants were moved and the business was concentrated at Elliott, Arkansas. Steady promotion was the reward of Mr. Ramsey's diligence, and he filled successively the positions of stenographer, shipping clerk, traveling salesman and manager of the sales department. The last named position he held until 1896, when he severed his connection with the Camden Lumber Company, and, with H. C. McDaniel, formed the McDaniel-Ramsey Lumber Company, establishing headquar-

ters at Eldorado, Arkansas. The original plan of the promoters of this concern was to do a strictly wholesale business, specializing in implement stock and the factory trade. Within a short time, however, a mill to which the new company had made heavy advances found itself unable to pay, owing to the prevailing low prices and adverse market conditions, and it was taken over by the McDaniel-Ramsey concern, which now found itself with a fully equipped manufacturing plant. Mr. Ramsey was not sanguine of the success of this venture and gladly accepted Mr. McDaniel's offer to buy his interest in the business.

Desiring to get into a broader field, Mr. Ramsey moved to St. Louis, where he became sales manager of the South Arkansas Lumber Company. Unvarying success met his efforts in this direction, but he was anxious to get into a business where he could hold an interest and in 1900 he purchased a block of stock in the George W. Miles Timber & Lumber Company, of St. Louis, and was elected vice president and manager of the sales department. He opened the company's sales office at St. Louis, and has held this position ever since.

While Mr. Ramsey concentrates his time and attention upon the business of the George W. Miles Timber & Lumber Company, he has extensive outside lumber interests. He is president of the Arcadia Lumber Company, Limited, of Arcadia, Louisiana, which operates a mill cutting about 50,000 feet a day. He is one of the incorporators of the Iron Mountain Lumber Company, of Elliott, Arkansas, which is building a planing mill at that point and will handle the product of several neighboring sawmills, turning out from 40,000 to 50,000 feet a day. In these enterprises he is associated with W. W. Brown, J. C. Ritchie and John T. Burkett.

In connection with C. C. Henderson, W. K. Ramsey, W. W. Brown and Charles Dodson, Mr. Ramsey recently incorporated the Nashville Lumber Company, which will erect saw and planing mills at Nashville, Arkansas. This will be a modern plant, its equipment to consist of two single band

saws and a gang edger with a capacity of 80,000 feet a day, complete planing mill, brick dry kilns, etc. A very high grade of shortleaf yellow pine and white oak timber, of which the company now (September, 1906) owns about 250,000,000 feet, will keep this mill supplied for many years. To facilitate the logging operations a railroad has been incorporated under the name of the Memphis, Paris & Gulf Railway, and active work on the roadbed has begun. The road will be constructed from Nashville, on the St. Louis, Iron Mountain & Southern Railway, to Ashdown, where it will connect with the Kansas City Southern and the St. Louis and San Francisco roads.

While Mr. Ramsey's business career has been a brilliant one, his home life has been most happy. He married Miss Verna Sanderson, at Carrollton, Illinois, March 10, 1897. One son has been born to Mr. and Mrs. Ramsey—William Francis Ramsey, now eight years of age.

In the field of politics Mr. Ramsey is not particularly active, but votes the Democratic national ticket. He is much interested in lodge work and is a member of Pythagoras Lodge, No. 89, Knights of Pythias, of Eldorado, and of Rose Hill Lodge, No. 550, Ancient Free & Accepted Masons, of St. Louis. He was one of the earliest members of the Concatenated Order of Hoo-Hoo, having been initiated at Camden in January, 1893. He goes by the number 233, which testifies to the antiquity of his membership. As steps to the high position which he now occupies, he was vicegerent of Missouri in 1902-3, was elected junior Hoo-Hoo in 1904 and senior Hoo-Hoo in 1905. He is a member of the Mercantile Club, of St. Louis.



Charles H. Bradley

A man who is not easily discouraged is one who is not easily defeated. He is one who is not easily discouraged by the loss of his goods to the man who has been so long as he is disappointed. When his purpose has been thwarted for the moment by some great obstacle, or when some calamity has wrecked his plans, it is then that the gain and resourcefulness of the man assert themselves. Unless he can accept momentary defeat and take renewed encouragement from his store of mental and moral energy, he is doomed to fall back into the rank and file and to lead no more. Charles Henry Bradley, of Duluth, Minnesota, has shown the qualities of determination and integrity under all circumstances, and has accomplished much in his particular line.

He began life as a tally boy on the docks of Bay City, Michigan, with no other backing or assistance than his own forceful character. Within five years from the time he started to work he was engaged in business for himself on a scale that gave him rank with men who had been in business many years. In 1871 he had become the largest lumber dealer in the East. Today, while still engaged in the same line, he is considered a reliable authority on the subject of the sale of timber. He has been a resident of Bay City and has been a member of the Michigan Wool and Worsted Association. He has been a member of the Michigan Wool and Worsted Association. He has been a member of the Michigan Wool and Worsted Association.

Charles H. Bradley was born to Henry M. Bradley and Mary E. (Cook) Bradley, and was born December 4, 1853, at Sparta, Monroe County, Ohio. At the time his father was engaged in the woolen manufacturing business. He was an



CHARLES HENRY BRADLEY

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A forceful character and unwavering integrity is a combination of powerful attributes that has brought honor and a fair store of this world's goods to the man who has been so fortunately equipped. When his purpose has been thwarted for the moment by some great obstacle, or when some calamity has wrecked his plans, it is then that the grit and resourcefulness of the man assert themselves. Unless he can accept momentary defeat and take renewed encouragement from his store of mental and moral energy, he is doomed to fall back into the rank and file and to lead no more. Charles Henry Bradley, of Duluth, Minnesota, has shown the qualities of determination and integrity under all circumstances, and has accomplished much in his particular line.

He began life as a tally boy on the docks of Bay City, Michigan, with no other backing or assistance than his own forceful characteristics. Within five years from the time he started to work he was engaged in business for himself on a scale that gave him rank with men who had been in business many years; and before he left Bay City he had become the largest individual shipper of white pine to the East. Today, while still engaged in the shipping business, he is considered a reliable timber expert, and is extensively engaged in the sale of timber lands. His long residence and experience in Bay City and his knowledge of the timber lands of Michigan, Wisconsin and Minnesota have particularly fitted him for the handling of large propositions such as he has been identified with in recent years.

Charles H. Bradley is the second son of Henry M. Bradley and Mary E. (Cook) Bradley, and was born November 4, 1853, at Sparta, Morrow County, Ohio, where his father was engaged in the woolen manufacturing business. He was an

infant in arms when the family moved to Bay City, Michigan, in June, 1855. It was in this thriving lumbering town that Charles was brought up and that he gleaned his first knowledge of the lumber industry and became imbued with the idea of making it the means of his livelihood. He attended the public schools of Bay City and completed a course in the high school, but many of his play hours were put in about the sawmill of H. M. Bradley & Co., which business his father founded.

Young Bradley was seventeen years old when he finished his schooling and started to work. Instead of entering the sawmill of his father, as might have been expected, he secured a job as tally boy for G. K. Jackson, a prominent shipper of that period. He tallied for this employer during the years 1870 and 1871 and put in the following year with another shipper. He was an observant lad and quick to learn, and in the three years he thus spent he became qualified to act as an inspector, having acquired unusual expertness in the grading of lumber.

He had nursed an ambition to engage in business for himself from the first day he went on the docks for G. K. Jackson. This ambition was realized in 1873 when he began business under his own name as an inspector and shipper of lumber at Bay City. The term "shipper" is still applied to those engaged on the Lakes who buy and inspect lumber for shipment to parties in the East. The year he started in business he was offered what appeared to be an attractive salary to enter the employ of another concern. But he declined the offer in the belief that he could make more money as a shipper himself, and this belief was justified when, at the close of the year, he found that his business had returned him twice the amount of money he would have earned at the salary offered him.

Each passing year saw an increase in the volume of business done by Mr. Bradley, coincident with the growing demand for lumber and the decline of Bay City as a point of production. Mr. Bradley, in 1882, started a branch of his business at Oscoda and Au Sable, Michigan, which was placed

in charge of W. A. Rose. The latter was admitted as a partner, the firm being known as C. H. Bradley & Co. The trend of the shipping business of the firm necessitated the opening of still another branch, at Menominee, Michigan, in 1885. This office was put in charge of John S. Coman, who also was given an interest in the firm of C. H. Bradley & Co. Mr. Bradley was the first to go into the Green Bay district for the shipment of lumber to the East.

At that time the timber lands of the northern and western sections of Wisconsin were being developed, while the Lake Huron shore of Michigan was being rapidly cut out. Therefore, the Au Sable business was closed in 1891, and Mr. Rose went to Ashland, Wisconsin, and P. M. Shaw, Junior, who had later become associated with Mr. Bradley, was transferred to Duluth. The Menominee branch of the business ended in 1889. The partnership existing between Mr. Bradley and Mr. Coman was dissolved January 1, 1890, and since 1893, when the partnership with Mr. Rose and Mr. Shaw was terminated, Mr. Bradley has continued the business of C. H. Bradley & Co. alone.

During the period from 1886 to 1889, inclusive, the firm averaged more than 125,000,000 feet of lumber a year in shipments, this being the largest business done by any one shipper of that period. The greatest volume of shipments made by C. H. Bradley & Co. in any one year was in 1889, when they aggregated 160,000,000 feet.

The large business done by Mr. Bradley led to his becoming interested in lumber vessels or tonnage, and he became a part owner in several vessels. One of these tonnage interests is in the steamer *C. H. Bradley*, named after the shipper, which vessel has a carrying capacity of 900,000 feet. He never became financially interested in sawmills, although he has carried on many heavy transactions in timber, logs and lumber.

In 1894 Mr. Bradley shifted the scene of his active operations and his residence from Bay City to Duluth. Of recent years he has devoted himself somewhat to the buying and sell-

ing of timber lands, and is now giving his entire attention to timber investments.

During the financial panic of 1893 Mr. Bradley had a bitter experience. Like many other men of extended business interests, he was unable to meet his obligations promptly, but suffice it to say that the good faith and grit and determination of the man were proved when he paid every one of his creditors in full.

Mr. Bradley married Miss Maggie G. Ten Eyck, a member of the old and prominent Ten Eyck family, of Albany, New York, December 1, 1875. Five children have been born to them—one daughter and four sons. The daughter, Mary Ten Eyck, is now the wife of Frank R. Leslie, manager of the Zenith Paper Company, of Duluth. Leonard G. Bradley, the eldest son, is a graduate of Lafayette College, of Easton, Pennsylvania, and is engaged in developing mining interests for the United States Steel Corporation. Wilson, another son, is taking a course of civil engineering at Princeton University. The third son, Charles H. Bradley, Junior, is preparing to enter college. The fourth son, Harry G., died September 4, 1892, at about two and a half years of age.

Mr. Bradley never took an active interest in politics, though he was urged during his long residence in Bay City to become a candidate for public office. He is a member of several fraternal organizations, and of the Commercial Club, of Duluth. He numbers among his business associates and friends some of the largest white pine handlers of the East, with many of whom he has carried on for many years transactions involving immense sums of money. His later operations in timber lands in many instances have been with these former associates, and several large deals have been satisfactorily consummated.



Thomas P. Bradley

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humblest of the lumbermen are the best of the lumbermen.
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Bradley, of Duluth, Minnesota, a stalwart son of a family long
identified with the lumber business.

Ability in the lumber business came by heredity to Mr.
Bradley, although the school in which he was educated had
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from Bay City, Michigan, where he had been a pioneer lum-
berman, associated more or less intimately with many of the
leading men of the valley. This senior member of the family
and all his sons were lumbermen, and it was but natural, there-
fore, that they should engage in lumbering when they arrived
at the seat of the trade.

Thomas P. Bradley is the son of Edward L. Bradley
and Lucetta E. Bradley. He is one of four children
and the eldest. He was born May 13, 1881.
Though he was born in the Wisconsin State, practically his
entire life has been spent in Minnesota. Even as a youngster
the buzz of the saw in the mill was a music to his ears, and he
had a wonderful knowledge of lumber gained from the con-
versations of his grandfather and other relatives, even during his
school days. He attended in the public schools
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which is considered one of the best of its class in the United
States and has a high reputation for scholarship and mental disci-



THOMAS PRINGLE BRADLEY

Thomas P. Bradley

In the great northern pine country, as the pioneers of the lumber industry in that section are one by one giving up their control of affairs, the young man is coming to the fore. He is found in the office, in the woods, in the mill, conducting enterprises of great magnitude with, perhaps, more vigor and with fully as much success as his predecessors. Of the younger generation whose success has been marked is Thomas P. Bradley, of Duluth, Minnesota, a stalwart son of a family long identified with the lumber business.

Ability in the lumber business came by heredity to Mr. Bradley, although the school in which he was educated had much to do with the signal success which he has gained. His grandfather, H. M. Bradley, went to Duluth in the early '80's from Bay City, Michigan, where he had been a pioneer lumberman, associated more or less intimately with many of the leading men of the valley. This senior member of the family and all his sons were lumbermen, and it was but natural, therefore, that they should engage in lumbering when they arrived at the head of the Lakes.

Thomas Pringle Bradley is the son of Edward L. Bradley and Lucretia A. (Pringle) Bradley. He is one of four children and the eldest of three sons, having been born May 13, 1881. Though he was born in the Wolverine State, practically his entire life has been spent in Minnesota. Even as a youngster the buzz of the saw in the mills was music to his ears, and he had a smattering knowledge of lumber, gained from the conversation of his father and other relatives, even during his school days. His attention to his studies in the public schools prepared him for entrance into the Duluth high school, which is considered one of the best of its class in the United States and has a high standard of scholarship and mental disci-

pline. He graduated from the high school in 1896, which year marks his connection with the lumber industry. In the ten years that he has been an active worker he has made great strides as a successful business man.

Young Bradley was hardly out of school before he sought a position whereby he could learn the rudiments of the lumber business. He began at the lowest round of the ladder—tallying lumber on the docks for the various commission firms engaged in water shipping. He was eager to learn everything there was to be learned about lumber, and in less than a year he was looked upon as among the most capable inspectors in the employ of these firms. Later on he went upon the docks, shipping for the well-known firm of A. E. Wilson & Co. But he was not satisfied with the commercial education he thus far had secured, and, for the purpose of knowing the manner in which woods work was carried on, he spent one winter scaling in the woods and another year in studying the office system of a big concern. He had the opportunity of doing these things in the mill of his father or his uncles, but he chose to prove his mettle and to accept the hard knocks in the employ of those outside the family circle.

It was in 1901 that Mr. Bradley became identified with the Duluth Log Company, with which concern he has made rapid progress in the business world and where his interests are almost wholly centered. The company was incorporated October 1, 1901, by Mr. Bradley's father, E. L. Bradley. While the concern was established to carry on a general business in forest products, more especially in cedar and spruce, much of its trade during the last five years has been in pulpwood. It was the first pulpwood shipper from Minnesota, and is the largest pulpwood producer in the Northwest. Mr. Bradley first held the position of secretary of the company, having a one-fourth interest in the business. In 1902 he was given additional responsibility, and two years later he became general manager, also. He now owns three-tenths of the entire stock of the corporation.

He has all the best characteristics of the young man of business—activity, versatility, carefulness of statement, honesty, punctiliousness in carrying out contracts, and, in addition, he is optimistic and progressive. In these days of young men he has demonstrated the success with which they can carry on, unaided by older heads, business of whatever magnitude.

The Duluth Log Company, of whose operations Mr. Bradley has charge, is a manufacturer and wholesaler of logs, lumber, lath, shingles, ties, poles, posts, piling and pulpwood. Each season the company sends into the woods more than three-score contractors to carry on the logging for the company in both Wisconsin and Minnesota, and about 2,000 men are given employment. The concern has two yards at Duluth; a sawmill and yards at Aitkin, Aitkin County, Minnesota, on the Mississippi River; a mill, yards and general store at Hawthorne, Douglas County, Wisconsin, and several more large concentrating yards scattered throughout the Northwest. It enjoys excellent shipping facilities for its immense output.

From the start of his business career Mr. Bradley has had many propositions laid before him for settlement which would have puzzled an older man or one of wider experience. He has adhered closely to the policy adopted at the outset—not to follow any one branch of the timber business exclusively. It has been the custom of the company to contract for the entire growth on a certain piece of property, taking whatever it might contain in the way of merchantable timber and finding an outlet for the product. In some instances it has been necessary for Mr. Bradley to create channels through which stocks secured in this manner could be moved readily.

The method of contracting for timber in general has added to the intricacy of the business. For instance, in the tie and pulpwood trade buyers are comparatively few and the company goes into the woods with a distinct understanding of what is wanted for the winter and how much will be taken by its customers, most of whom, indeed, have already made contracts for certain specific quantities of material, or for quantities

within certain limits. With cedar the case is different. In that line the product, outside of a small proportion of long poles, must be sold in car lots throughout the Northwest, at delivered prices, and the details of freight with the necessary correspondence and the traffic knowledge required for the successful conduct of this branch have been intricate.

The headquarters of the Duluth Log Company are in the Palladio Building, Duluth. Branch offices are located at several other points in Wisconsin and Minnesota, where the company has yards or mills. Each one of these branches is in charge of a competent man, but general supervision of them all is maintained by Mr. Bradley. The volume and character of the business require close application, so that the young secretary and general manager has but little leisure time.

Another interest of Mr. Bradley's is the Duluth Cedar Company, a concern incorporated under the laws of Minnesota to deal in cedar products. E. L. Bradley is president and treasurer of the company; S. C. Brown, vice president, and T. P. Bradley, secretary and general manager. The company has a branch office and yards at Ripple, Itasca County, Minnesota, on the Minnesota & International Railway.

What time Mr. Bradley can spare from his work is spent in hunting and fishing. This is his favorite recreation, although he does not get the opportunity to indulge in this form of sport to the extent that he craves. He has a membership in several yacht clubs of the Zenith City, besides in a curling club and other social organizations. He is a member of the Commercial Club, of Duluth. Mr. Bradley has never paid much attention to politics because of the pressure of business affairs. He is a member of the First Methodist Church, of Duluth, and is an enthusiastic Mason, being a prominent and active member of Duluth Commandery, Knights Templar.

Mr. Bradley forsook bachelorhood August 10, 1904, when he married Miss Emma Black, a daughter of John T. Black, a prominent citizen of Duluth. The couple moves in the younger set of society in the Zenith City.





Eugene J. Carpenter

As the modern business man's application to the multitudinous affairs of commercial life means no hardship and which acknowledges obligations to society, it is not far from the place of the type that is now being developed. The growth of this type, and examples are revealed in the personnel of the lumber trade. Eugene J. Carpenter, of Minneapolis, Minnesota, is one of the men whose broadness of character and life is in proportion to his extensive industrial interests.

Mr. Carpenter comes of a family long and prominently identified with the lumber industry of the North and West. His father, Judson E. Carpenter, is a sturdy figure in the business, and, despite his years, he participates with zest in the affairs of the concern which he heads. He is a native of Chazy, New York, and went West in 1845, settling in Ogle County, Illinois, near the terminus of the Chicago & North-Western Railway. He took up farming. He later married Olivia Barndollar, daughter of a Maryland family, and his first wife was born, August 18, 1845, at Chazy, New York, a son, Joseph Carpenter. Three years later the family moved to Clinton, Iowa, where the father engaged in business with George M. and Charles F. Curtis, in the manufacture of lumber and millwork, under the name of George E. Curtis.

Eugene J. Carpenter was born in Clinton, Iowa, in 1854, and his early life in Clinton, Iowa, was associated with the lumber trade. He attended the public schools, which from the first led to his career. He obtained his educational training in the public schools, matriculating in 1874 at the University of Wisconsin, where he



EUGENE JOSEPH CARPENTER

Eugene J. Carpenter

A type of the modern business man to whom application to the multitudinous affairs of commercial life means no hardship and which acknowledges obligations to society, is usurping the place of the type that knows and cares for little of the world outside of the requirements of its own business. The ramifications and diversity of trade conditions has had much to do with the growth of this type, and examples are revealed in the personnel of the lumber trade. Eugene J. Carpenter, of Minneapolis, Minnesota, is one of the men whose broadness of character and life is in proportion to his extensive industrial interests.

Mr. Carpenter comes of a family long and prominently identified with the lumber industry of the North and West. His father, Judson E. Carpenter, is a sturdy figure in the business, and, despite his years, he participates with zest in the affairs of the concern which he heads. He is a native of Chenango County, New York, and went West in 1855, settling in Ogle County, Illinois, then the terminus of the Chicago & North-Western Railway, where he took up farming. He later married Olivia Detwiler, a native of Hagerstown, Maryland, and to them was born, August 28, 1865, at Rochelle, Illinois, a son — Eugene Joseph Carpenter. Three years later the family moved to Clinton, Iowa, where the father engaged in business with his nephews, George M. and Charles F. Curtis, in the manufacture of doors and millwork, under the name of Curtis Bros. & Co.

Eugene J. Carpenter spent his early life in Clinton, in close association with the sash and door factory and the lumber business, which from the first was his choice of a career. He obtained his educational training in the Clinton public schools, matriculating in 1884 at the University of Michigan, where he

spent three years. Leaving college in 1887, he entered the office of Curtis Bros. & Co. as a clerk and for five years he remained with the company. He learned the business thoroughly before going out on the road as a salesman, and as he showed his capabilities he won further advancement.

Going to Minneapolis in the spring of 1892, Mr. Carpenter succeeded his elder brother, Elbert L. Carpenter, who became associated with Thomas H. Shevlin in the organization of the Shevlin-Carpenter Company, in the management of the sash and door jobbing and lumber business of Carpenter Bros. & Co., which had been established in 1881. This was his introduction to the trade of Minneapolis and the North and his first experience as an independent manager of an enterprise. He did not remain long in the sash and door business, however, as a few months after taking charge of Carpenter Bros. & Co. he assisted in the organization of the Carpenter-Lamb Company. The jobbing business was disposed of to the Curtis & Yale Company.

Upon the formation of the Carpenter-Lamb Company, J. E. Carpenter became president and E. J. Carpenter treasurer and manager of the concern. A mill, with a capacity of 45,000,000 feet a year, was built on the east side of the Mississippi River at Minneapolis. Mr. Carpenter bought large tracts of timber lands in northern Minnesota, principally on the Prairie River, the work of logging being let to contractors. The year following the inauguration of the company came the great financial and commercial depression, when the lumber market was demoralized and the product of the mills was sold at almost any price that could be obtained. In this crisis the Carpenter-Lamb Company stood as one of the firmest. Mr. Carpenter displayed then the qualities which distinguish him in business circles today. He was undismayed by the situation, and by cool judgment and tact he not only kept the credit of the company unimpaired, but assisted others in their troubles.

For more than thirteen years the mill of the company has been operated steadily and it has an excellent reputation for the

quality of its product and has been a successful enterprise in every way. The Carpenter-Lamb Company is rapidly exhausting its Minnesota timber holdings, though the timber owned tributary to the upper Mississippi River will suffice to supply the mill and keep it running four or five years. Some timber north of the divide, tributary to the Rainy River, has been sold to other operators. Throughout the Northwest the company has an enviable reputation for high business principles, and it is well and favorably known by retailers and consumers. The company maintains a suite of offices in the Security Bank Building. Mr. Carpenter is treasurer of the company; J. E. Carpenter, president; C. R. Lamb, vice president, and Irving R. Goodridge, secretary.

In addition to his interest in the Carpenter-Lamb Company, Mr. Carpenter is identified with other lumber enterprises. His abilities lie largely in the financial end, and he has financed several companies. He is a director of the Security Bank of Minnesota, one of the solid financial institutions of Minneapolis. Within the last few years he has been instrumental in organizing several large and growing line yard companies. He is president of the Central Lumber Company, which has a line of yards in Iowa, Minnesota and South Dakota, and is president of the Goodridge-Call Lumber Company, which operates yards in Iowa, Minnesota, North Dakota, South Dakota and eastern Montana. The headquarters of these companies are in Minneapolis. Mr. Carpenter is also president of the Seeley Lumber Company, of Billings, Montana, which is engaged in a jobbing and retail lumber business. He is a director and member of the executive committee of the McCloud River Lumber Company, of San Francisco and McCloud, California, and a director of the Western Pacific Land & Timber Company, of San Francisco. The latter company holds a large acreage of undeveloped timber land in the Pacific Coast states and British Columbia.

Mr. Carpenter married Miss Merrette Lamb, a daughter of Lafayette Lamb, of Clinton, Iowa, April 30, 1894. They had

known each other since childhood and their marriage was a happy one. They have a little daughter, Olivia, aged eight years. Their home on Harmon Place, Minneapolis, is a favorite resort for Mr. and Mrs. Carpenters' large circle of friends.

Mr. Carpenter enjoys the social side of life and his pleasing personality makes him a popular member of society in his home city. He is a member of the Minneapolis Club, the Minnehaha Club and its St. Paul counterpart, the Town and Country Club, and is a member of the Lafayette Club, of Minnetonka. He plays a good game of golf, and enjoys the links. He is also fond of driving, preferring a team of thoroughbreds to the whirl of an automobile. Mr. Carpenter by nature is a student, and despite the time devoted to business and social affairs he finds leisure to do much reading.



As time passed, however, his interests lie not in the business world, but in the more serious (though still profitable) work of the building industry. As one of the leading experts of the company, he has established a reputation for his interests in the growth of his field. His industry, which Carpenter is widely known.

Hovey Charles Clarke was born at Flint, Michigan, May 7, 1859. The Clarke ancestry has been traced to colonial days. Hobart Clarke, the grandfather of Hovey C. Clarke, was a resident of Andover, Massachusetts, a lawyer by profession and the first president of the Boston & Maine Railroad. Mr. Clarke's father was George Thomas Clarke and his mother Mary Elizabeth (Duxbury) Clarke. The senior Mr. Clarke was a civil engineer and had charge of the construction of parts of the Baltimore & Ohio, Maine Central, Pere Marquette, Ann Arbor and other railroads east of the Mississippi River. It was while the head of the family was engaged in railroad work in Michigan that Hovey C. Clarke was born. He was sent to the common school at Flint and later, he finished his studies in the Flint high school.

While working for the Junction school, entered the offices of the Chicago & North Western Railroad, then the Pete Macquarrie, at Minneapolis, Minn. in 1905. He began as a clerk in the writing department and he showed his aptitude in this line by his elevation to more important positions by earning his way up through again, secretary to the general superintendent and chief clerk in the freight traffic department. When, in the spring of 1910, the Chicago & North Western Lumber Company was organized in Minneapolis, by George H. Shovel, Patrick J. Murphy and William F. May, Mr. Clarke abandoned his railroad business and became secretary of the lumber organization.

HOVEY CHARLES CLARKE



HOVEY CHARLES CLARKE

Hovey C. Clarke

As broad minded as the broad acres where his interests lie, and as straight and stalwart as the white pine growth of his native State, is Hovey C. Clarke, of Minneapolis, Minnesota. As one of the directing geniuses of the Shevlin-Carpenter Company, he has established a record that is widely known.

Hovey Charles Clarke was born at Flint, Michigan, May 7, 1859. The Clarke ancestry has been traced to colonial days. Hobart Clarke, the grandfather of Hovey C. Clarke, was a resident of Andover, Massachusetts, a lawyer by profession and the first president of the Boston & Maine Railroad. Mr. Clarke's father was George Thomas Clarke and his mother Mary Elizabeth (Duxbury) Clarke. The senior Mr. Clarke was a civil engineer and had charge of the construction of parts of the Baltimore & Ohio, Maine Central, Pere Marquette, Ann Arbor and other railroads east of the Mississippi River. It was while the head of the family was engaged in railroad work in Michigan, that Hovey C. Clarke was born. He was sent to the common school at Flint and, later, he finished his studies at the Ann Arbor high school.

Young Clarke, upon leaving school, entered the offices of the Chicago & West Michigan Railroad—now the Pere Marquette—at Muskegon, Michigan, in 1876. He began as a clerk in the auditor's office and as he showed his adaptability in this line he was promoted to more important positions, becoming in turn purchasing agent, secretary to the general superintendent and chief clerk to the freight traffic and passenger agent. When, in the spring of 1886, the Hall & Ducey Lumber Company was organized in Minneapolis, by Thomas H. Shevlin, Patrick A. Ducey and Stephen C. Hall, Mr. Clarke abandoned the railroad business and became secretary of the lumber organization.

In caring for the affairs of the company, which were intrusted to him, Mr. Clarke proved himself to be possessed of rare business judgment. He rapidly acquainted himself with the inner knowledge of the distribution and manufacture of lumber and became a worthy aid to his more experienced associates. On January 1, 1893, E. L. Carpenter, formerly a wholesaler in Minneapolis, bought an interest in the Hall & Ducey Lumber Company and it was consolidated as the Shevlin-Carpenter Company with the Hall & Shevlin Lumber Company, organized in 1887 to carry on a manufacturing business. Thomas H. Shevlin became president of the company; E. L. Carpenter, secretary, and Mr. Clarke, treasurer.

The Shevlin-Carpenter Company rapidly took position as one of the leading manufacturing concerns of that great primary white pine lumber market—Minneapolis. But, with the growth of the company's business to large proportions, still larger interests were secured and the company now is operating extensively in timber in northwestern Minnesota in what is known as the Red River district. In 1895 Mr. Clarke and associates organized the J. Neils Lumber Company, which owns and operates a sawmill at Sauk Rapids, Minnesota, where about 15,000,000 feet of lumber is cut annually. In 1899 the company, of which Mr. Clarke is treasurer, bought another mill at Cass Lake, Minnesota, where a band and a band resaw mill was built, increasing the annual output to 40,000,000 feet.

Another undertaking of considerable magnitude, in which Mr. Clarke is interested with Mr. Shevlin and Frank P. Hixon, was initiated in 1896, when a large amount of timber on the Red Lake Indian Reservation, tributary to the Clear Water River, was bought and the St. Hilaire Lumber Company was organized to operate this tract. A sawmill, with a capacity of 40,000,000 feet a year, was built at St. Hilaire, Minnesota. A year later the organizers of the St. Hilaire Lumber Company bought the sawmill and logs of the Red River Lumber Company, at Crookston, Minnesota, and all its timber holdings tributary thereto, and organized the Crookston Lumber Com-

pany. The Crookston plant has a capacity of 40,000,000 feet of lumber a year. The St. Hilaire plant is twenty-eight miles northeast of Crookston and the sales of both plants are handled through the Crookston office. In connection with the manufacturing plants twelve retail yards are operated under the name of the St. Hilaire Lumber Company, thus handling the lumber from the tree to the consumer.

The Crookston Lumber Company and the St. Hilaire Lumber Company were subsequently consolidated under the name of the Crookston Lumber Company, of which Mr. Clarke continued as treasurer. A large mill was built at Bemidji, equipped with two band saws and a gang saw, with an annual capacity of 70,000,000 feet. Twelve miles of logging road was built through the timber, connecting with the Minnesota & International Railway at Hovey Junction, to afford logs for the mill by giving direct transportation and making available a large body of timber, up to that time difficult of access. The company owns approximately 400,000,000 feet of stumpage. The general offices of the Crookston Lumber Company were moved from Crookston to Bemidji, in January, 1904.

In the fall of 1903, with Mr. Shevlin and others, Mr. Clarke organized the Shevlin-Clarke Company, Limited, of Ontario, and several timber berths, aggregating 225,000,000 feet of pine, were bought in Canada.

Mr. Clarke's name long will be held in respect for the admirable work he accomplished, under the infamous Ames administration, in assisting in cleansing Minneapolis of its municipal rottenness. Through the corruptness of some of the principal municipal officials the Scandinavian metropolis of the United States was infested by criminals of every class, invited there by the officials themselves, who sought to increase their bank accounts by the graft which would follow. A most deplorable condition existed when an ordinary grand jury was impaneled, in April, 1902, and went into session without special instructions. Mr. Clarke was a member of the jury, and he was cognizant, in a way, of the malfeasance of the city's

officers. As foreman of the jury he proposed to his fellow members an investigation, and, despite their protests, he won them over and the inquiry began. From the start he was hampered in every way by those likely to be exposed ; he was offered bribes to desist, and even his life was threatened. But Mr. Clarke persevered despite all obstacles set in his path ; when he could not gain the support of the county attorney, he secured his assistant's services ; when he was denied evidence through ordinary channels, he hired local detectives and then employed outside sleuths to watch them. He paid the bills himself, the expenses of the grand jury for the summer costing the county less than \$300. Once the investigation was inaugurated the better element rallied to Mr. Clarke's standard. Within eight months the criminals had been routed ; corrupt officials sent to prison, and the city cleansed and regulated as never before. Minneapolis offered Mr. Clarke political reward in recognition of his work, but, characteristically, he declined.

Mr. Clarke is a director of the First National Bank of Minneapolis and is interested in several other financial institutions of that section of the country. He is a director of the Minneapolis Club, a member of several golf and country clubs and a Knight of Pythias.

Among his business associates, Mr. Clarke is highly regarded for his sterling qualities. He has exceptional capacity for handling business negotiations, but always deals squarely, using direct methods and scorning subterfuge. With subordinates he is always firm but just, and generous when occasion arises. He possesses a tremendous amount of energy, which he displays in emergencies, and has a masterful manner that overcomes obstacles. In personal relations he is inclined to be reserved with mere acquaintances, but his friends are firm ones.

Mr. Clarke has a handsome home in Minneapolis, where he resides with his wife, who was Miss Maggie L. Rice and whom he married, June 28, 1886. They have no children. For several years Mr. Clarke has been a vestryman of St. Mark's Episcopal Church.



August 14, 1950

From this meager beginning, by unaided ability and tireless industry, he has built up to its present position one of the largest sash and door manufacturing plants in the world, of which he is the head, and also a large sawmill with a daily output of 150,000 feet. He was the founder and is now the president of the Lincoln County National Bank, and he was responsible for the progress and success of the Badger Box & Lumber Company, a great industry at Grand Rapids, Wisconsin, control of which he secured when its fortunes were not at a promising stage, which he has forced into prosperous operation and of which, also, he is the head.

August H. Stange was born near the city of Stettin, Germany, March 10, 1851. When he was only about a year old his parents, John and Fredericka (Boeicher) Stange, migrated to America, settling in Watertown, Jefferson County, Wisconsin. He spent the early days of his life between his father's millinery school and help in the home. He soon showed an inclination toward mechanical work, and when he was fifteen years of age he was employed in a small sash and door factory at Watertown. He received \$1.00 for his first year's work and began to save. He remained in this factory for two years, becoming proficient in the art of woodworking then known at Watertown. He was then employed by a firm, although only eighteen years old, and he was paid his wages.

In his nineteenth year Mr. Stange



AUGUST H. STANGE

August H. Stange

Poverty and a small village in southern Wisconsin, the latter offering but meager opportunities, were the condition and the site of his first efforts at self-support which confronted August H. Stange, of Merrill, Wisconsin. From this unpromising beginning, by unaided ability and tireless industry, he has built up to its present position one of the largest sash and door manufacturing plants in the world, of which he is the head, and also a large sawmill with a daily capacity of 150,000 feet. He was the founder and is now the president of the Lincoln County National Bank, and he was responsible for the progress and success of the Badger Box & Lumber Company, a great industry at Grand Rapids, Wisconsin, control of which he secured when its fortunes were not at a promising stage, which he has forced into prosperous operation and of which, also, he is the head.

August H. Stange was born near the city of Stettin, Germany, October 10, 1853. When he was only about a year old his parents, Carl F. Stange and Fredericka (Boetcher) Stange, migrated to America. They settled at Watertown, Jefferson County, Wisconsin, in 1854, and here Mr. Stange spent the early days of his life. When he was only thirteen years old he was forced to leave school and help in the maintenance of the family. He had early shown an inclination toward woodworking, and secured a situation in a small sash and door factory at Watertown, where he received \$100 for his first year's work and \$150 for the second. He labored in this factory five years, becoming proficient in all the details of woodworking then known at Watertown. At the end of that time, although only eighteen years old, he was receiving the highest wages paid any of the mechanics in the factory.

In his nineteenth year Mr. Stange decided to learn still

more about the woodworking industry. So, with only enough means to pay his railroad fare and a little besides for pocket money, he went to Racine. There he secured employment in a door and sash factory, and in four years acquired a valuable knowledge of millwright work. At the end of that time the factory was burned. It was rebuilt and Mr. Stange's abilities were recognized in the rebuilding. The contracts which his firm had on hand when the factory was burned were given to H. W. Wright, who also had a sash and door factory at Racine, and Mr. Stange was sent over to that factory by his employers to look after the work. Later, Mr. Stange left their service entirely and became superintendent of Mr. Wright's factory. When the latter was appointed postmaster of Racine he gave Mr. Stange entire charge of the business.

H. W. Wright and Mr. McCord established a sawmill and sash and door factory at Merrill in 1881, of which Mr. Stange was given the superintendency. Two years later Mr. Wright bought out Mr. McCord and formed the H. W. Wright Lumber Company, one of the constituent parts of which was Mr. Stange. With this corporation he continued until 1886, when an opportunity occurred for him to go into business on his own account.

With his advancement in life Mr. Stange felt increasingly the necessity for a continuance of the education which had been abruptly broken in his fourteenth year—an education commensurate with the importance of the position in life which he had secured. This desire he mentioned to a principal of one of the local schools, who suggested that he secure six other young men, similarly situated, and with them start a night school. Mr. Stange secured twelve others, with whom he studied to their mutual profit, an experience which he has followed, in effect, ever since, until today he is a well enlightened, thoroughly posted man and a "full" one in the sense voiced by Francis Bacon. Naturally of a sympathetic nature, his experience with his fellow students has directed his sympathies with struggling young men along practical lines. He

takes a keen pleasure in indicating to others their proper course for advancement—a more or less constant but unostentatious practice with him.

In 1886 Mr. Stange's ability as a manufacturer began to be demonstrated in a succession of forward movements. He first bought at sheriff's sale a plant in Merrill, consisting of a small sawmill and sash and door factory. This was the nucleus of the immense plant owned and operated today by the A. H. Stange Company. From year to year additions were built to the plant and buildings were erected, and thus it expanded until now it has the largest capacity for making stock doors and windows of any factory in the world. Later, in January, 1895, Mr. Stange, who had conducted the business until then in his own name, incorporated the A. H. Stange Company. The sawmill is one of the largest in the Wisconsin Valley and of late years it has been operated day and night, winter and summer. The company owns timber sufficient for operating a number of years, and it is logged with the object of utilizing in the factory every possible inch of the product.

Mr. Stange's business interests are largely confined to the A. H. Stange Company, but he also takes considerable interest in the Badger Box & Lumber Company, at Grand Rapids, Wisconsin, of which he is the head.

It is doubtful if within the Badger State can be found one who has more thoroughly earned the title "public spirited citizen" or demonstrated his right to it in a more munificent and practical way. In all movements for the betterment of his home town he is prominent and in most of the more important he has taken the initiative with purse and individual effort. Though, as a rule, taking no active part in politics beyond a stanch advocacy of Republican doctrines on national questions, he has served six terms in the city council of Merrill and four terms as mayor of the city. To him is due the erection of an opera house in that city, and also a hotel that is a credit to it. This hotel, the Badger, built by him, is one of the finest modern hostelries in the State. The erection of the

opera house was not designed as a commercial project; it was built with the expectation that it might afford opportunity for the recreation and enlightenment of the good people of Merrill. An incident that might appropriately be mentioned here, although the chronicling of it probably would not be in accord with Mr. Stange's wishes, was his donation of \$10,000 for a parochial school building at Merrill, which was also to have rooms for a library which he equipped with books, one-half of which are printed in German and the other half in English. This donation was made as a memorial to his father.

Another instance showing Mr. Stange's generosity was his gift to the city of Merrill of a piece of land, located right in the heart of the city, for park purposes. This land was purchased at a good price, with the intent of donating it for a public park.

While located at Racine Mr. Stange happily married an acquaintance of his childhood days, Miss Emille Miller, whom he wedded on February 15, 1875. The fruit of this union is two sons and four daughters. One of the former is Charles H. Stange, vice president of the A. H. Stange Company. August J. Stange, the other son, is secretary and treasurer of the company. Of the daughters, Hattie is now the wife of C. J. Kinzel, cashier of the Lincoln County Bank, and Adele is the wife of E. W. Ellis, secretary and treasurer of the Badger Box & Lumber Company. The other two—Emille and Lydia—are still members of the parental home.



1 January 1980

It may seem strange that a man popular among men and boys and girls should have been so good in the true and highest sense of the word. His family and his friends, his home is his club and his business is a means of living rather than a reason for being. One who has lived well in the true sense is Leonard Niles Aasen, of Merrill, Wisconsin, for many years a factor in the lumber manufacturing industry of the Wisconsin Valley.

What he enjoys today is the result of the courage and perseverance that has been his heritage through life. He is truly a self-made man, without the arrogance of those who have fought their way in the world and won, but with all the polish and instincts of a gentleman. As a youth he earned money enough to pursue a course in a business college, and with this educational equipment he took up his business work. He became interested in the lumber industry, to follow that business through his career with a success that but few achieve.

Leonard M. Anson is a descendant of an old New England family, and comes from a section of the country that has given many talents to the literary industry. His father, Lewis Anson, wrote under the name "Fort Star," who having been together in a number of magazines, and having been a frequent contributor to the "Fort Star," was a frequent contributor to the "Fort Star," and was a frequent contributor to the "Fort Star."

In the little country town of Plympton, among the pine woods, Leonard Anson grew into boyhood. There, in



LEONARD NILES ANSON

Leonard N. Anson

A man who lives well in the popular sense may not live wisely, but the man who lives well in the true sense lives well indeed. His books are his friends; his home is his club, and his business is a means of living rather than a reason for living. One who has lived well in the true sense is Leonard Niles Anson, of Merrill, Wisconsin, for many years a factor in the lumber manufacturing industry of the Wisconsin Valley.

What he enjoys today is the result of the courage and perseverance that has been his heritage through life. He is truly a self-made man, without the arrogance of those who have fought their way in the world and won, but with all the polish and instincts of a gentleman. As a youth he earned money enough to pursue a course in a business college, and with this educational equipment he took up his business work. He became interested in the lumber industry, to follow that business through his career with a success that but few achieve.

Leonard N. Anson is a descendant of an old New England family, and comes from a section of the country that has given many stalwart sons to the lumber industry. His father, Jesse Anson, was a native of New York State, who, being left an orphan in youth, turned toward the West as holding the greatest possibilities for success. He migrated to Illinois, where he married Miss Maria Sands, whose parents were residents of the Empire State and who also came of a New England family of prominence. In 1843 the couple left the Sucker State to make their home in a new locality, at Plover, Portage County, Wisconsin, where the father resided until his death, in 1894. It was at Plover that Leonard N. Anson, one of four children, was born on July 3, 1848.

In the little country town of Plover, its site cut out of the pine woods, Leonard Anson grew into boyhood, fond of the

games and pleasures of the youth of his period. He was not given to dreaming about his future, for he was too busy contributing his share to the support of the family, not then in prosperous circumstances. However, he was not denied the education afforded by the district school in Plover, and it was there that he received his early scholastic training, which he supplemented in later life by a study of the rudiments of business and for which he paid with money earned by labor in the woods as a logger.

Upon the outbreak of the War of the Rebellion, when the enlistment of troops was taking place in Wisconsin as in all the other states, Jesse Anson, the father of the family, enlisted in the Fifth Regiment, Wisconsin Infantry, and started for the front. Leonard Anson saw his father march away and became imbued with the spirit of becoming a soldier himself and fighting for the cause of the Union. But he was too young to be accepted for service in the first three years of the war, and it was not until early in 1865, when he was seventeen years old, that he succeeded in enlisting and was assigned to the Fifty-second Regiment, Wisconsin Infantry. He served until the close of hostilities and has the distinction of being one of the youngest men who participated in the War of the Rebellion.

In 1866 young Anson returned to the scenes of his youth in Wisconsin to begin his business career. Not many avenues of employment were open to one of his limited education and he finally went to work as a woodsman for one of the large concerns then operating in that section. For several years he labored faithfully, though realizing that he was handicapped in his ambition to become a business man by his lack of education. He saw a way to gain this prized training by working and saving until he should have sufficient means to permit of his going to some college. He accumulated enough money to take him to Chicago, where he took a course at the business college of Bryant & Stratton. Returning to Wisconsin he was better equipped mentally to realize his cherished idea of engaging in business for himself. He started as a contracting

logger, and his knowledge of woods work and business methods enabled him to make a success on a small scale almost the first year he began operations. Subsequently, he became identified with the Meehan interests, through his marriage to a member of the family, and he largely extended his operations.

Going to Merrill, Lincoln County, in 1883, Mr. Anson entered upon a new era in his career, and he has made that city his home and the headquarters of his business operations ever since. He became associated with G. F. Gilkey, of Oshkosh, Wisconsin, and John Landers, of Stevens Point, Wisconsin, the trio forming the firm of Gilkey, Anson & Co. to engage in the manufacture of lumber. Subsequently, the business was incorporated as the Gilkey & Anson Company, of which Mr. Anson became president; Mr. Landers, vice president, and Mr. Gilkey, secretary. The original firm bought a sawmill at Merrill and reëquipped it, rendering it one of the most complete mills in the Northwest. Mr. Gilkey's health failed him in 1888 and the active duties of the company fell chiefly upon Mr. Anson. Mr. Landers looked after the woods end of the business and continued to do so until his removal to Malvern, Arkansas. Since then the woods work has been under the personal supervision of George M. Anson, Mr. Anson's son. The capacity of the company's sawmill is 150,000 feet a day. The mill plant always has included a planing mill and in recent years a large box factory has been operated in connection. The Gilkey & Anson Company is one of the leading manufacturers of lumber in the Wisconsin Valley.

Another corporation of which Mr. Anson is president is the Anson-Hixon Sash & Door Company, of Merrill. F. P. Hixon is vice president of the company; G. M. Anson, treasurer, and Sig Heineman, secretary. The plant of the concern at Merrill is complete in every detail and has a daily capacity of 1,500 doors, 3,000 window frames and 500 pairs of blinds.

There is an extensive branch wholesale plant at Indianapolis, Indiana, established in 1902, and another at Evansville, Indiana, which was established in April, 1906.

Still another interest of Mr. Anson's is in the Arkansas Land & Lumber Company, which was formed and is controlled by Wisconsin Valley lumbermen. The company, which is capitalized at \$1,250,000, owns and controls more than 1,000,000 feet of yellow pine timber near Malvern, Arkansas. Another interest of Mr. Anson's is the National Bank of Merrill, of which he is vice president.

Mr. Anson married Miss Hannah A. Meehan, a native of Canada, whose family was heavily interested in lumbering, December 29, 1872. The couple has two children—Mae Teresa Anson and George Meehan Anson, the latter being associated with his father in business. The family occupies a beautiful home on West Main Street, Merrill. Mr. Anson's chief pleasure is derived from his home, and his well-filled and well-selected library is his hobby and recreation. He takes a keener pleasure in general reading than does the average busy man of affairs. He is somewhat catholic in his literary tastes, although if he has a special fondness it is for history.

Mr. Anson has given to public life that share of his effort and energy demanded as the duty of good citizens. Twice he has served Merrill as mayor and he has been a member of the city council and the school board. He is an enthusiastic admirer of Theodore Roosevelt, and he was a delegate from the Tenth Congressional District of Wisconsin to the national Republican convention held in Chicago in 1904. He is a member of Lincoln Post No. 131, Grand Army of the Republic.





WILLIAM D. CONNOR

William D. Connor

Lumbering and farming have borne an intimate relationship to each other since the days of the pioneer, whose first work in many sections of the country was the clearing of the forest growth from the lands he purposed cultivating. Sometimes these clearing operations became more profitable and interesting than farming, with the result that the agriculturist often turned to the other occupation. W. D. Connor, of Marshfield, Wisconsin, began life as a farmer lad, but today his interest in hardwood production is among the largest in the Badger State.

William D. Connor is of Scotch ancestry. He was born January 24, 1864, near Stratford, Province of Ontario, Canada. He was scarcely eight years old when his father and mother crossed the border line with the former's two brothers and their families and settled in the northwestern corner of Wood County, Wisconsin. W. D. Connor's father located on a farm ten miles east of what is now the town of Marshfield. The tract that he chose was called a farm more by courtesy than for any practical reason, as it was little less than a rectangular patch of unbroken wilderness. But with that Scotch faith, pluck and perseverance, the senior Connor, aided by the boy of eight years, began improvement of the farm, cutting off the timber and destroying the stumps that the soil might be cultivated.

Those early settlers, thoughtful as to the future of their children, established schools where the boys and girls might be educated and prepared to make their way in life. It was to one of these district schools that young Connor was sent when his services upon the farm could be best spared. Later, he went to the city normal school at Oshkosh. He was imbued with the ambition to become a lawyer, and it was with a view

of studying to prepare himself for this profession that he entered Lake Forest University, Lake Forest, Illinois, after two years at the normal school. But his ambition in this line was not to be gratified, owing to circumstances over which he had no control. His father's state of health and strength did not permit him to oversee the farm and a sawmill at Auburndale in which he had secured an interest in 1878, and W. D. Connor was called home to lighten the cares of his parent.

He set about assisting his father by taking charge of the manufacturing operations at Auburndale, a settlement in Wood County, not a great distance from Marshfield. He had practically no knowledge of the industry when he went to Auburndale, but he had the pluck of his ancestors, and, with the training he had obtained in the normal school, he set about to make the operations profitable and to follow the vocation as his life work. He took hold of the work of handling the sawmill operations with all the enthusiasm of youth and a determination to conduct the business on a successful scale. While at the first he had the assistance of his father in the management of the mill, yet as time passed the entire work devolved upon him and he proved that he was capable of not only handling the business, but of extending it as well.

The continued growth of the Connor lumber interests led to the establishment, in 1890, of the R. Connor Company. The energy and progressiveness displayed by Mr. Connor and his brother resulted in largely expanding the business of the company from year to year, and, by 1894, the R. Connor Company was operating two mills in Clark County and seven other mills were cutting for it. The aggregate annual output of these operations was from 40,000,000 to 50,000,000 feet of lumber.

When the general business depression of 1893 halted the prosperity of the country at large, hardwood lumber, like many other commodities, was hard to sell and even harder for many to hold, either because they were financially unable to carry it, or because where means were not lacking they did not have

the necessary faith or foresight to anticipate the coming of the upward turn. When a sharp advance in hardwood values came in 1896 and 1897 three concerns in Wisconsin held the bulk of the hardwood stocks in that State, and one of those concerns was the R. Connor Company.

Besides the mill at Auburndale, which is on the Wisconsin Central Railway, the R. Connor Company operates a mill at Stratford, Marathon County, on the Chicago & North-Western Railway, this plant having a capacity of 20,000,000 feet a year. The timber supply for this operation is sufficient to keep the mill running for about twelve years.

The largest interests of the Connor's are located in the northern part of Wisconsin and are of a comparatively late origin. At Laona, on a branch of the Peshtigo River, in Forest County, Mr. Connor and his brother conduct a large operation under the style of the Connor Lumber & Land Company. The Laona plant, which is on the Chicago & North-Western Railway, consists of a double band mill with a band resaw, a shingle and lath mill and a planing mill. To reach the tracts of timber owned by the company a logging road twenty miles in length is operated and over this road is brought the supply of logs for the mill. The mill has an output of 20,000,000 feet a year, and, operating at the existing volume of production, the plant has sufficient timber to back it for nearly or quite thirty years. In 1896 the headquarters of the R. Connor Company and the Connor Lumber & Land Company were established at Marshfield, where a conveniently arranged office building was erected.

Mr. Connor, with his brother, Robert Connor, has large lumber interests in Ashland, Iron and Oneida counties, Wisconsin, and about 20,000 acres in the northern peninsula of Michigan. These holdings have not been denuded of any of the timber, but are being held for later operations.

Outside of the Connor Lumber & Land Company and the R. Connor Company, Mr. Connor has few commercial interests to occupy his attention. He is president of the American

National Bank, of Marshfield, and is interested in the Consolidated Water Power & Paper Company, of Grand Rapids, Wisconsin.

Mr. Connor married Miss May Bell Witter, a daughter of G. F. Witter, of Grand Rapids, Wisconsin, August 12, 1888. The couple resided at the Connor homestead until 1896 when, following the concentration of the business at Marshfield, Mr. Connor built a home there. Mr. and Mrs. Connor are the parents of three sons and two daughters.

Mr. Connor's public life has been a most interesting one, and forms a chapter in the political history of Wisconsin. In Wood County he served upon the county board and acted as president of that body. He has been a councilman of Marshfield and was president of the council, and, while occupying the latter position, he succeeded, where previous attempts had failed, in organizing and securing for Marshfield a fine, free public library. He is a member of the board of trustees of the Wood County Training School for Teachers and one of the trustees of Carroll College, at Waukesha.

He is a Republican of a stalwart type and is an ally of Senator Robert M. La Follette. In one of the fiercest political campaigns ever waged in Wisconsin, or any other state, he was chairman of the Republican State Central Committee. In the distinguished service which he has rendered to the State and its citizens he has been dominated by devotion to principles rather than to any individual and has not been mere plastic clay in the hands of the leader of the movement. For twenty years he has been active as a champion of good government and an active figure in Republican politics; and although he has not shrunk from the larger opportunities for public service which have come to him unsought, in all that time never was a seeker for public office. In September, 1906, however, as the outcome of a hotly fought campaign, he became the Republican nominee for Lieutenant Governor.

PROBATION DEPARTMENT

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Robert Connor

While the white pine of that State has been the staple product almost all the time, the other growths were all but overlooked. In fact, the Badger State is a large producer of hardwoods, and one of the factors in this trade is Robert Connor, of Marshfield, Wisconsin.

Though comparatively a young man, Mr. Connor has been a lumberman of prominence during his entire career. He has had a practical experience in manufacturing, having arisen from the position of a handler in the yard up through the mill until he reached the post of superintendent and part owner of the extensive business of the R. Connor Company and the Connor Lumber & Land Company, both having headquarters at Marshfield, Wisconsin.

Robert Connor was born on the farm of his parents at Auburn, Wood County, Wisconsin, February 27, 1878. His parents were Canadians who settled in the year 1872 in Wood County, where at that time was an unsettled and uncultivated farm. The farm, at the time of Mr. Connor's birth, was a good example of what a good farm should be. His father had also been a settler in the West, having been at Auburn, Minn., following the war. He was a member of the Methodist Church. Robert was a very bright boy, and at an early age he began to read and write. He attended the common school and at the age of fourteen years he entered the college at Hanover, Indiana, remaining there for three years.



ROBERT CONNOR

Robert Connor

Wisconsin, long noted in the annals of the lumber industry for its white pine production, has yet to have written a concluding chapter on a product almost as important—hardwoods. In cutting the white pine of that State in the earlier years, the other growths were all but overlooked. Today the Badger State is a large producer of hardwoods, and one of the factors in this trade is Robert Connor, of Marshfield, Wisconsin.

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Robert Connor was born on the farm of his parents at Auburndale, Wood County, Wisconsin, February 27, 1878. His parents were Canadians who settled in the year 1872 in Wood County, which at that time was an unsettled and uncultivated frontier country. The farm, at the time of Mr. Connor's birth, was a well-paying one and a good example of what Scotch persistence could accomplish. His father had also become interested in a sawmill located at Auburndale. Following in the steps of his older brother, William D. Connor, Robert as a boy went to the district school provided by the progressive community, and outside of school hours and school terms did his share of work on the farm, and in the winter took a hand in the logging and lumbering operations. At the age of fourteen years he entered Hanover College, at Hanover, Indiana, remaining there for three years.

When out of college young Connor set about with a will to learn the lumber business. His first experience was in piling lumber in the yard at Auburndale, and, later, he studied and became proficient in inspection. When the snow came he went into the woods with the crews to acquaint himself with woods work. He followed this up with work in and about the saw and planing mill and within two years he became superintendent of the mill and had general charge of the Connor farm, which had grown to be a profitable enterprise.

When the R. Connor Company was organized, in 1890, Robert Connor became vice president of that concern, his brother, W. D. Connor, being president. The company was formed to care for an expanding business, as the brothers realized the great importance of the hardwood industry and the promising future before it. Extending its operations during the next two or three years, the R. Connor Company in 1894 was operating two mills in Clark County, Wisconsin, and, at the same time, seven other mills were sawing for the company. The combined output of the mills owned and controlled by the company was between 40,000,000 and 50,000,000 feet a year.

Despite the policy of retrenchment followed by a large majority of operators during the industrial depression that halted the progress of the country in 1893, the Connors were confident of the ultimate value and prices of hardwood. Instead of shutting down their plant they continued to manufacture, and, in addition, invested in timber lands when opportunity was afforded. The wisdom of their course was demonstrated in 1896 and 1897, when resumption of general business activity resulted in a decided advance in hardwood values, and the R. Connor Company was one of the three concerns holding the bulk of the hardwood stocks in Wisconsin.

The mill at Auburndale, on the Wisconsin Central Railway, is supplemented by another mill at Stratford, Marathon County, on the Chicago & North-Western Railway. The

Stratford plant has a capacity of 20,000,000 feet a year and is backed by sufficient timber to keep the mill running for about twelve years.

One of the principal interests of Mr. Connor is the Connor Lumber & Land Company, which was organized to operate on a large scale in Wisconsin. Mr. Connor and his brother, in seeking further timber holdings, started by rail for northern Wisconsin, and when the end of the line was reached they tramped sixty miles through timber that had not been touched with an ax, except in a few places along streams where pine had been cut and driven out on the freshets. For two weeks they lived in the woods on provisions they had packed and on such game as they were able to kill. The result of this expedition was the purchase of considerable tracts of timber in Forest County and the formation of the Connor Lumber & Land Company. A site for the mill was picked out on Rat River, a branch of the Peshtigo River, at a point on the Chicago & North-Western Railway, which is known as Laona.

The plant at Laona is a modern one in every respect, the sawmill being equipped with a double band and a band resaw, and a shingle and lath mill and planing mill being operated, in addition. The mill has an output of 20,000,000 feet a year and its product is distributed in the East and middle West. To tap the timber and furnish an adequate and unfailing supply of logs for the mill, a logging road was built which is now twenty miles long and has a complete equipment of motive power and cars. The timber owned, it is estimated, will furnish logs for the mill for more than twenty years at its present cutting capacity. The headquarters of the R. Connor Company and the Connor Lumber & Land Company were moved to Marshfield in 1896, where the affairs of the two concerns are directed by Mr. Connor and his brother.

Besides these interests already enumerated, Mr. Connor, with his brother, has large holdings of timber land in Oneida, Iron and Ashland counties, Wisconsin, though operations on these tracts have not been started. Mr. Connor is also inter-

ested in about 20,000 acres of land in the northern peninsula of Michigan.

Like his Scotch ancestors, Mr. Connor has shown a genius for good government and a capacity for helping rightly to shape the social life and relationships of the community. Although a young man, he was of much service as a resident of Marathon County, on its board of supervisors, and also did valuable service with the State militia, from which he received an honorable discharge. He is a member of the Business Men's Club of Wausau and a charter member of the local lodge of Elks at Marshfield.

Mr. Connor married Miss Florence Glazer, a daughter of Mrs. Louise M. Glazer, of Madison, Indiana. The wedding took place October 29, 1902.



Gustave J. Landeck

In business circles the younger generation is largely men of the younger generation, to be found at the head of the business enterprises which they follow as their vocation. The education they are prepared in a comparatively few years to take up the serious affairs of life, while in former generations a long apprenticeship was necessary to qualify a man for a position of trust and responsibility. G. J. Landeck, of Milwaukee, Wisconsin, is a splendid type of the younger generation successfully shouldering an enterprise of magnitude.

He did not start on the upper round of the ladder, but began his practical education in the woods—the beginning of lumber knowledge. After thoroughly acquainting himself with a specific end of the business he turned to the next step of production, so that at the conclusion of his training along these lines he was peculiarly fitted for the responsible duties of a manager. As secretary and treasurer of the Page & Landeck Lumber Company, Mr. Landeck is the active genius in the affairs of the company and is held at his true worth by those who have placed the management of the business to him.

Gustave Landeck was born in a town of Western Landeck and Theresa A. Landeck, of Milwaukee, April 15, 1865. His father, John Landeck, was born in Prussia, who came to the United States in 1848 and made a career in the lumber business. He was educated in the public schools of the city, and attended a course at an academy and university. As a schoolboy he was familiar with lumber work, and through frequenting the office of his father, who had been in the lumber business in Milwaukee, in 1878. His early business was chiefly in the handling of white pine, which was followed, in 1885, by the estab-



GUSTAVE JOHN LANDECK

Gustave J. Landeck

In business, politics, science or art it is largely men of the younger generation who today are found at the head of the industry or profession which they follow as their vocation. By education they are prepared in a comparatively few years to take up the serious affairs of life, while in former generations a long apprenticeship was necessary to qualify a man for a position of trust and responsibility. G. J. Landeck, of Milwaukee, Wisconsin, is a splendid type of the younger generation successfully shouldering an enterprise of magnitude.

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Gustave John Landeck is the eldest son of William Landeck and Theresa Kaliebe Landeck, and was born in Milwaukee, April 14, 1870. His father was a native of Stettin, Prussia, who came to the Wisconsin city to follow his trade as a carpenter. The lad pursued his studies in the public schools of the city, supplementing this education with a course at an academy and university. Even as a schoolboy he was familiar with lumber nomenclature through frequenting the office of his father, who had embarked in the lumber business in Milwaukee, in 1878. This early business was chiefly in the handling of white pine, which was followed, in 1885, by the estab-

lishment of a yard for the sale of northern hardwoods. Subsequently, William Landeck became the junior member of the firm of Page & Landeck, which carried on the manufacturing business at Marion, Waupaca County, Wisconsin. In the face of these facts it seems but natural that the junior Landeck should have engaged in the same line of business as his father.

Leaving the academy where he was studying, in 1889 young Landeck, who was then nineteen years old, expressed his willingness to follow the plans mapped out by his father for his practical training in the lumber business. These plans were carefully studied by the parent, for he was anxious to see his son take up the reins of business and manipulate them well by the time he himself should wish to give up active life. Unlike other young men of his acquaintance, young Landeck gave up willingly the pleasures of urban life to go up into the woods of Waupaca County at the scene of the operations of Page & Landeck, where there was nothing to distract his attention from the serious affairs ahead of him. He studied closely the various stages of lumber manufacture from the felling of the timber to its sawing and grading. This course was not one of a few months or a year; he was in the woods and at Marion for a period of six years. For nearly two years he graded and inspected the lumber shipped from the mill, so that at the end of his apprenticeship he had a knowledge of manufacturing such as is possessed by few men who are engaged in the wholesaling of lumber.

In 1895 Mr. Landeck left the mill at Marion to return to Milwaukee, where he entered the office of Page & Landeck to take charge of the sales department of the business. In this department he gave evidence of ability by his skillful handling of the matters which came before him. Several years later the firm acquired timber lands and a mill at Deer Brook, Langlade County, Wisconsin, where operations were carried on under the name of the Deer Brook Lumber Company. In 1899 the plant was moved to Crandon, Forest County, Wisconsin, where the Page & Landeck Lumber Company, which

meanwhile had been incorporated, began the manufacture of hardwoods, pine and hemlock on a more extensive scale than ever before attempted by the concern.

The Page & Landeck Lumber Company's plant at Crandon comprises a band sawmill, with an annual capacity of 15,000,000 feet of lumber; a general store carrying a large stock of merchandise, and a logging road, nine miles long, stretching into the timber property of the company. The railroad, which is equipped with two locomotives and about thirty cars, is of standard gauge and connects at Crandon with the Chicago & North-Western Railway. The mill plant is lighted by electricity and is operated with a day and night shift. The timber owned by the company in Forest County is unique in the northern country in the feature that no railroad traverses the land, the property being the largest tract of timber in Wisconsin having that distinction. On the 25,000 acres to which the company holds title is estimated to be approximately 200,000,000 feet of oak, basswood, birch, elm, hemlock and pine timber, a supply sufficient to last the company at the present rate of cutting for fifteen years. A railroad through the company's property, known as the Madison & Northern Railroad, was started in 1906 by owners of stumpage in the Fox River Valley and paper-making concerns.

Until 1902 the Page & Landeck Lumber Company operated a sales yard in Milwaukee, where large stocks were carried for the convenience of shipping to the trade. The business is now handled through the main office, shipments being made direct from the mills. Besides the output of the Crandon mill sold by the company, large cuts of other mills are bought, and the aggregate amount of lumber handled is 30,000,000 feet a year.

Mr. Landeck always has taken an active part in association work. He is a veteran member of the Wisconsin Hardwood Lumbermen's Association and has been active in its affairs. At the 1906 annual meeting of the National Hardwood Lumber Association, held at Memphis, Tennessee, Mr. Landeck

was elected a director of the association in recognition of his eminence in the trade of the Badger State, which is largely represented in the organization.

Mr. Landeck is a member of the Deutscher Club, an influential organization of Milwaukee, and of the Milwaukee Athletic Club. He is an enthusiastic member of the Concatenated Order of Hoo-Hoo. The Page & Landeck Lumber Company is a member of the Merchants' & Manufacturers' Association of Milwaukee, which comprises all the leading business concerns of that city. Mr. Landeck well knows the art of hospitality, hundreds of lumbermen who have visited the Cream City as members of the lumbermen's associations having enjoyed his amiable resourcefulness along these lines.

Mr. Landeck has been content to remain a bachelor. Though a hard worker and devoted to his business, he finds time to mingle with the society of his native city and has a wide circle of friends.

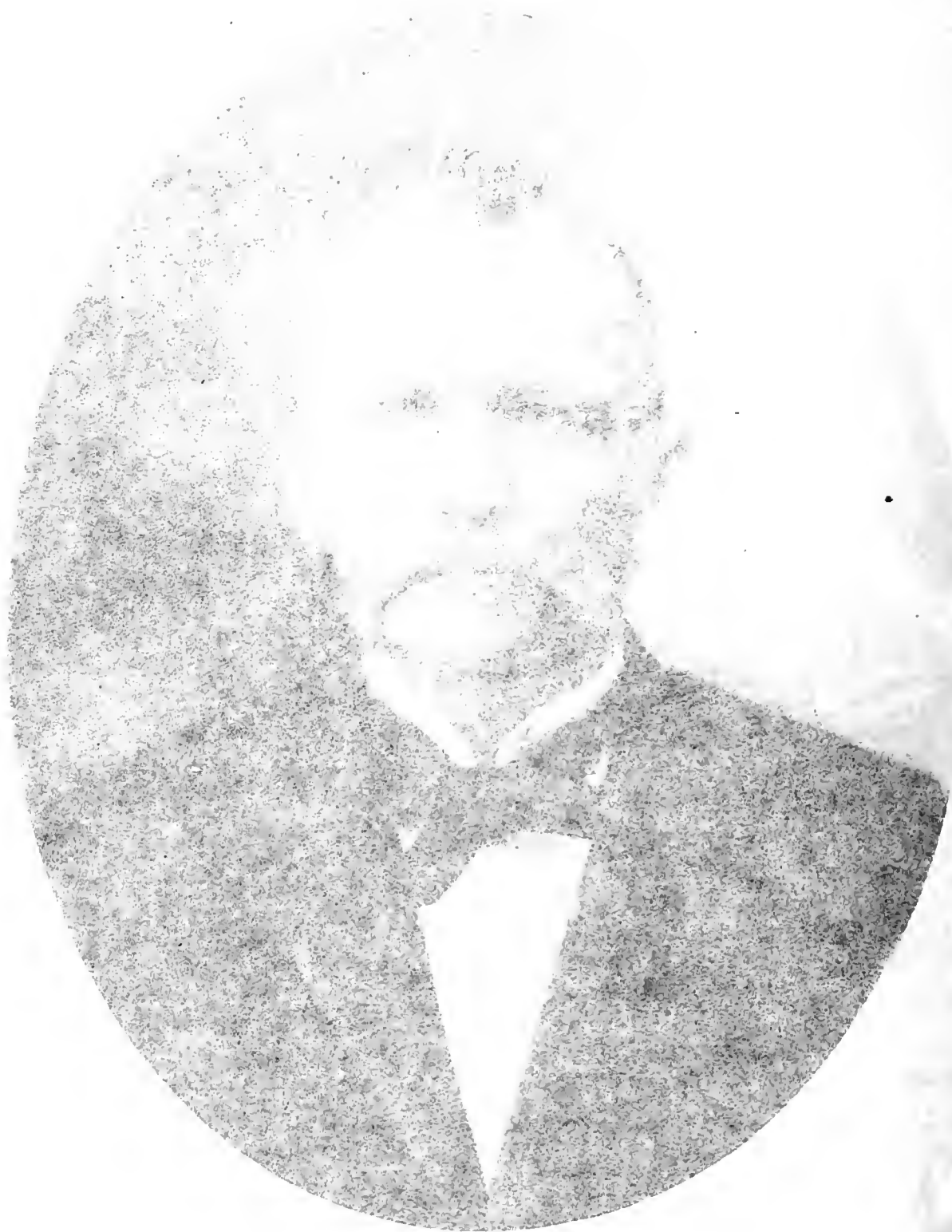


David Joyce

Men who have been successful in the lumber industry have not been spectators of the industry, but have been participants. They have been spectators only in the sense that they have dared to make their judgment by investment; and it is only those who have been courageous, brave and enterprising who have been able to make good use of the natural resources of this vast country. While such ability is an element of success not to be ignored, and while an important standard for the measurement of business men is that of wealth, nevertheless the character of a man is even more to be considered than what he accomplishes. Measured in either way David Joyce, of Lyons, Iowa, who died December 4, 1904, was a remarkable man.

He was one of the captains of industry, able to command men, things and events to the accomplishment of his purpose. His mental vision was keen and far-reaching. He saw the possibilities in the lumber business and grasped them with a strong hand. He followed with confidence of his own predictions regarding the future of the industry of its enterprises; and when the time came he was slow to the accomplishment of his purpose, and compliance with his will.

David Joyce came of old New England Puritan stock—strong, bold and resolute. He was born in Berkshire County, Massachusetts, February 20, 1846. He received a common school education, but added to it the benefits of his engagement as a youth, the training of a civil engineer. At the age of twelve years he entered the office of his father, who conducted a blast furnace and foundry and machine shop, and when quite fifteen years old assumed entire charge of the books. His connection with his father was continued until he was thirty years old. During that time he pursued his studies



DAVID JOYCE

David Joyce

Men who have won success in the lumber industry have not been speculators in the ordinary sense of that term. They have been speculators only in the sense that they have dared to back their judgment by investment; and it is only those who have been strong, brave and enterprising who have been able to draw riches from the natural resources of this vast country. While such ability is an element of success not to be ignored, and while an important standard for the measurement of business men is that of wealth, nevertheless the character of a man is even more to be considered than what he accomplishes. Measured in either way David Joyce, of Lyons, Iowa, who died December 4, 1904, was a remarkable man.

He was one of the captains of industry, able to command men, things and events to the accomplishment of his purpose. His mental vision was keen and far-reaching. He saw the possibilities in the lumber business and grasped them with a strong hand. He believed in the fulfillment of his own predictions regarding the industry and in the success of its enterprises; and where indifferent fate moved but slowly to the accomplishment of his ends he forced a compliance with his will.

David Joyce came of old New England Puritan stock—strong, bold and resourceful. He was born in Berkshire County, Massachusetts, February 26, 1826. He received a common school education, but added to it, in the intervals of his employment as a youth, the training of a civil engineer. At the age of twelve years he entered the office of his father, who conducted a blast furnace and foundry and machine shop, and when only fifteen years old assumed entire charge of the books. His connection with his father was continued until he was thirty years old. During this time he pursued his studies

in mathematics and engineering until he was master of all the more important branches of those sciences.

In 1848 Mr. Joyce opened a mercantile business in connection with other enterprises and assumed active charge of two general stores. It was in 1857 that he really began the career which placed him well to the front among the practical business men of the country. In that year he purchased his father's entire business, uniting all the departments under one head and continued in charge of them until 1860. During this time, however, he had made investments in the West, and in the fall of 1860 he departed for Lyons, Iowa, with the intention of closing up some investments which he had made there. His plans in this particular were never carried out. Instead of closing his investments at Lyons he increased them and made that city his residence for the remainder of his life.

His initial venture in the lumber business was in the summer of 1861, when he secured the property known as the "Stumbaugh mill." Here he served his self-appointed apprenticeship in the business which thereafter constituted the chief pursuit of his life, and in which he was so eminently successful. In 1864 he became associated with S. I. Smith under the title of Joyce & Smith, but this firm was dissolved about twelve years later.

As opportunities were offered for investment in outside properties Mr. Joyce became interested in many important business enterprises. He was, at the close of his career, a stockholder in twelve different sawmill plants located in all sections of the country, one within eighteen miles of Lake Superior at the North and another within eighty miles of the Gulf of Mexico in the South, while still another was on Puget Sound. His mills at and opposite Lyons cut 30,000,000 feet of lumber a year and gave employment to about three hundred men. He had large investments, also, in pine land in Minnesota, Wisconsin and Texas. He was one of the organizers and at his death president of the First National Bank of Lyons, which was one of the first chartered under the national bank-

ing law. He projected and was one of the principal owners of the street railway running through the cities of Lyons and Clinton.

He had the gift of industry and economy, but it was not by the exercise of these traits exclusively that Mr. Joyce attained his position in the commercial world. Few men showed more shrewdness than he or a clearer comprehension of the possibilities of the industry. Reinvestment of profits gave him the ownership of several plants, until he had twelve sawmills in all and became an enormous producer of boards, sash, doors, blinds and other forms of lumber, which he marketed in various local lumber yards scattered through Iowa. Among his many enterprises was the Trinity County Lumber Company, of Groveton, Texas, one of the largest institutions in eastern Texas in the longleaf pine belt, of which he was president; he was secretary and treasurer of the Barronett Lumber Company, of Barronett, Wisconsin; secretary and manager of the Shell Lake Lumber Company, of Shell Lake, Wisconsin; a heavy stockholder in the White River Lumber Company, of Mason, Wisconsin; a director of the Mississippi River Logging Company, of Clinton, Iowa; president of the Langford & Hall Lumber Company, of Fulton, Illinois, and president of the Benjamin Machine Company, of South Evanston, Illinois. He was president also of the Crescent Springs Railroad Company and was connected with the Park Hotel, at Hot Springs, Arkansas. This diversity of interests demanded careful oversight and skillful management, but the wonderful energy of Mr. Joyce was fully equal to all requirements. In addition to his manufacturing and wholesaling business he was a retailer as well, having a line of prosperous yards in Iowa. His timber holdings were very extensive and formed a substantial basis for his manufacturing operations. It is said that he had business interests in twenty-two different localities, and his careful personal supervision of them was well known to all acquainted with him.

He was prominent in public enterprises and contributed

large amounts to various religious institutions and was a subscriber to society and educational work.

Mr. Joyce was a staunch Republican, though not a politician in the ordinary acceptance of that term. He sought no public office, but when the mayoralty of Lyons was pressed upon him, in 1872, he filled that position with marked ability and success. The confidence of the people in his integrity and in his ability to manage the municipal affairs was well shown in that election. The city finances were in a low condition, city bonds selling for forty-five cents on the dollar. He was the nominee of the business men of Lyons for the office and was elected by a very substantial majority; a second time was he nominated and was elected by the entire vote of the city, the only vote not cast for him being his own. The confidence which the people placed in him was well justified, for when, after four years, he retired, at the end of his second term, the city's credit was reëstablished and there was sufficient money in the treasury to pay all its obligations in full.

In 1858 Mr. Joyce married Miss Elizabeth F. Thomas, of Leroy, New York. The couple is survived by one son, William T. Joyce, who has inherited much of his father's ability and energy and who promises to carry forward with success and distinction the vast enterprises committed to his care.

It was while Mr. Joyce was in the North looking after his interests, which were affected by the forest fires of the summer of 1904, that he was stricken with paralysis in Minneapolis. He never rallied from the blow, though for a time it was hoped that his strong constitution and vigorous will would bring him up from the shadow, but a second stroke came, and, three weeks from the time of the first, he was claimed by death.



William T. Joyce

With the passing of the pioneer generation, the lumber industry of the Northwest is passing into the hands of a new generation. Large enterprises under way and great possibilities for expansion, heavy responsibilities rest upon their successors. To take up the direction of a great and growing business, to enlarge its scope and successfully to give it a breadth and diversity of interests perhaps unthought of by its founder, requires not merely the courage and endurance of the pioneer but, in these days of keen commercial competition, a breadth of view, and mastery of control that is, perhaps, best supplied by the man whose natural abilities are amplified and clarified by the most thorough training—the intellectual training afforded by the schools and the business training afforded by practical experience. Not a few of the northwestern pioneers have left their affairs in such capable hands, and among them was David Joyce, whose son, the subject of this sketch, William T. Joyce, of Chicago, is as striking a figure in the lumber industry of today as was his father in his time.

William Thomas Joyce is the son of the late David Joyce, of Lyons, Iowa, and Elizabeth F. Thurston, of Lyons. He is the son of old New England Puritan stock, and was born January 1, 1860, at Salisbury, Connecticut. Though an easterner, he grew up in Iowa, his parents having taken up their abode there when he was a child. He was educated in the schools at Lyons, Iowa, and supplemented this training by a course at the University of Minnesota, Minneapolis, and an academic training at the University of Wisconsin. His father directed his education with a view to his entering the lumber business, the senior Mr. Joyce being one of the leading manufacturers of lumber.

He was with his father on a practical course in the industry upon the Wisconsin coast, in 1880. He began his

WILLIAM THOMAS JOYCE



WILLIAM THOMAS JOYCE

William T. Joyce

With the passing of the older generation in the white pine industry of the Northwest, who, in many cases, left large enterprises under way and great plans uncompleted, heavy responsibilities fell upon their successors. To take up the direction of a great and growing business, to enlarge its scope and successfully to give it a breadth and diversity of interests perhaps unthought of by its founder, requires not merely the courage and endurance of the pioneer but, in these days of keen commercial competition, a breadth of view and mastery of control that is, perhaps, best supplied by the man whose natural abilities are amplified and clarified by the most thorough training—the intellectual training afforded by the schools and the business training afforded by practical experience. Not a few of the northwestern pioneers have left their affairs in such capable hands, and among them was David Joyce, whose son, the subject of this sketch, William T. Joyce, of Chicago, is as striking a figure in the lumber industry of today as was his father in his time.

William Thomas Joyce is the son of the late David Joyce, of Lyons, Iowa, and Elizabeth F. (Thomas) Joyce. He comes of old New England Puritan stock, and was born January 3, 1860, at Salisbury, Connecticut. Though an easterner born he was reared in Iowa, his parents having taken up their abode there when he was a child. He was educated in the schools at Lyons, and supplemented this training by a course at the Shattuck School, Faribault, Minnesota, and an academic training in Chicago. His father directed his education with a view to having him engage in the lumber business, the senior Mr. Joyce being interested in the manufacture of lumber.

He was well prepared to undergo a practical course in the industry upon his leaving college, in 1880. He began his

career in the office of the sawmill of his father at Lyons, remaining in a clerical position until he had gained a knowledge of the basis of office methods and financing. The next step in his training was in the practical side of the manufacturing business. Young Joyce was sent into the woods that he might study logging operations and woods work generally, and so equip himself to direct such affairs if it should become necessary. Next he was placed in a retail yard that he might learn something of the consuming trade and how it was catered to. When he had mastered the details of these several ends of the business he was sent out on the road as a salesman. To the credit of the care exercised in his training, Mr. Joyce developed into a broad-minded, resourceful man, ambitious and determined. When David Joyce, respected and admired by hundreds of lumbermen, was called from this life, December 4, 1904, William T. Joyce was capable of taking over his immense interests and managing them in a creditable manner. Even before his father's death, Mr. Joyce had assumed practical and intelligent command of the diversified interests of the family, extending into many states and lumber fields.

Among the lumber interests of Mr. Joyce in the North is the Joyce Lumber Company, operating mills at Clinton, Iowa; the W. T. Joyce Lumber Company, of Chicago, operating a line of retail yards in western Iowa; the Itasca Lumber Company, of Minneapolis, Minnesota, an Illinois corporation operating a mill at Minneapolis; the Deer River Lumber Company, of Deer River, Minnesota; the Joyce-Watkins Company, a wholesale concern with headquarters at Chicago; the Minneapolis & Rainy River Railway, extending from Bass Lake thirty-five miles south to Deer River, where connection is made with the Great Northern Railway, which road is used as an adjunct to the Itasca Lumber Company in its operations; the Chippewa Lumber & Boom Company; the Mississippi River Logging Company, and the St. Paul Boom Company. The Deer River Lumber Company is a subsidiary interest of the Itasca company and manufactures the by-products—hard-

woods, principally—of the latter. The Itasca company has large holdings of timber and does a general manufacturing and logging business.

Of the interests above enumerated Mr. Joyce is president of the Joyce Lumber Company, the W. T. Joyce Lumber Company, the Minneapolis & Rainy River Railway Company and the Joyce-Watkins Company, and the heaviest stockholder in the Itasca Lumber Company and the Deer River Lumber Company. He is a director of the St. Paul Boom Company and a stockholder in the Mississippi River and the Chippewa Boom companies. He is one of the owners and a director of the Manistee & Grand Rapids Railroad, which operates sixty-one miles of road between Manistee and Dighton, Michigan, and connects with several other roads. With him in this enterprise are John Crocker and other Chicago capitalists.

Mr. Joyce has also large interests in the yellow pine field in the South. He was the moving spirit in the purchase, in 1906, by Chicago and New Orleans capitalists of the timber holdings and plants of the Winn Parish Lumber Company, the South Arkansas Lumber Company and the Tremont Lumber Company. The timber holdings thus secured are estimated at 1,300,000,000 feet, situated in Winn, Jackson, Lincoln, Ouachita and Union parishes, Louisiana. The mills formerly operated by the Winn Parish Lumber Company are at Pyburn, about two miles from Dodson, a station on the Arkansas Southern Railroad; that of the South Arkansas Lumber Company is at Jonesboro, Jackson Parish, on the same railroad, and that of the Tremont Lumber Company is at Tremont, or Averill Station, Lincoln Parish, on the Vicksburg-Shreveport branch of the Queen & Crescent Route. The plants of those three concerns have a combined output of approximately 80,000,000 feet of lumber annually. Mr. Joyce is a director of the Tremont & Gulf Railroad, which extends fifty miles from Tremont to Winnfield.

Another company of which Mr. Joyce is president is the Trinity County Lumber Company, of Groveton, Texas, which

operates one of the most modern sawmills of that section and has timber holdings aggregating 500,000,000 feet of yellow pine. Associated with him in this enterprise is W. F. N. Davis, formerly of Menominee, Michigan, an expert timber man and manufacturer. Mr. Joyce is president also of the Southern Investment Company, and holds the same executive position in the First National Bank, of Lyons, Iowa, the Lyons Savings Bank and in the Merchants' National Bank, of Clinton, Iowa. He is interested as a stockholder in the Illinois Trust & Savings Bank, and the Corn Exchange National Bank, both of Chicago; the First National Bank of Minneapolis, Minneapolis, Minnesota; the Interstate Trust & Banking Company, of New Orleans, Louisiana, and the Union Bank & Trust Company, of Houston, Texas. He is a stockholder in the Victoria Lumber & Manufacturing Company, of Victoria, British Columbia, and is president of the Park Hotel Company, which owns and operates the Park Hotel, at Hot Springs, Arkansas.

In 1897 Mr. Joyce established his general headquarters in Chicago, and occupies a handsomely furnished suite of offices in the center of the financial district of the city. An insight into his domestic inclination is revealed in the decoration of his office, the walls being graced with portraits of his family and his homes. One of these homes is the old family residence at Chapinville, Connecticut, and another is the Joyce mansion at Lyons, Iowa. He has a fine residence in Chicago, also.

Mr. Joyce has the happiest of domestic relations, being devoted to his wife and two sons. His wife was Miss Clotilde Gage, of a well-known Lyons family, whom he married in 1884. One of the sons—David G.—is about starting in business. The other son—James Stanley—is attending Yale.

The social side of life has some attraction for Mr. Joyce, and he holds membership in the Chicago Club, the Union League, the Chicago Athletic and the Chicago Yacht clubs and in the Midlothian Country Club. He is a member of the Masonic fraternity and of the B. P. O. Elks.



Edward L. Roberts

Like a host of others who have made their mark in the lumber industry, Edward L. Roberts started in the business at an early age. He began his career in the lumber trade at a young age, and his early experiences were largely in the field of the business. His father, Edward L. Roberts, was a prominent figure in the lumber industry, and his son followed in his footsteps. Roberts is premier.

Edward Lazarus Roberts was born January 3, 1849, in Ruabon, Wales, the son of Edward L. Roberts and Mary A. (Jones) Roberts.

Mr. Roberts first engaged in the sash and door business at Davenport, Iowa, more than thirty years ago. The city was comparatively small in size compared with its magnitude of today, yet it offered an opening for the business that he established. With his brother, E. A. Roberts, he entered into a partnership and began to solicit the trade of that section. Their combined financial resources were small, but both men were fired with an ambition to reach the goal of success.

But Mr. Roberts did not remain long in Davenport. He desired to put forth his energy in a broader and more fertile field. When he came to Muscatine, Iowa, he entered the sawmill business, the firm being Burdick & Roberts. For two years he remained in Muscatine, learning the details of the manufacturing of sash and doors. That was to be of great value to him throughout his career. He continued the business as long as he could, and in the process became a student of the lumber business as a whole.

Two years in the lumber business rolled around and



EDWARD LAZARUS ROBERTS

Edward L. Roberts

Like a host of other substantial business men, Edward L. Roberts started at the foot of the ladder. His capital when he began business consisted principally of youth, energy and an ambition to make a place for himself in the world of affairs. From a small beginning he has built two of the largest wholesale jobbing houses in the West. And among those who are exclusively jobbers no one will question that Mr. Roberts is premier.

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But Mr. Roberts did not remain long at Davenport, as he desired to put forth his energy in a broader and more fertile field. Moving to Muscatine, Iowa, he entered the sawmill business, the firm being Burdick & Roberts. For two years he remained in Muscatine, learning the details of the manufacture of lumber and gaining experience that was to be of lasting value to him throughout his career. While he watched the business grow he also studied the methods of distribution of lumber as carried on in those days, and, in fact, was a student of the lumber business as a whole.

Two years in the manufacturing business rolled around and

Mr. Roberts found himself with a desire to penetrate farther into the West, whither the tide of immigration was setting and where greater and more profitable returns were promised. Selling out his interest in the firm of Burdick & Roberts, at Muscatine, he started for the Sunflower State. He eventually reached Wakeeney, Kansas, where he opened a retail yard. As it was at the height of the boom period, this undertaking was more or less of an experiment for him. He acquired a vast amount of experience in conducting this retail business that was not without profit to him in his subsequent undertakings.

From Kansas Mr. Roberts went to Chicago, and in May, 1880, he started the first wholesale sash and door business in the city, and his competitors in the trade were some of the largest manufacturing jobbers in the country, houses with unlimited capital. Mr. Roberts was a young man, possessed of but moderate financial resources and his failure was freely predicted by more than one lumberman who could not understand how this beginner could succeed in a line where competition was keen to the death. Even his brother, with whom he had been associated at Davenport, advised against his locating in Chicago. But E. L. Roberts knew what he wanted and he had the pluck and self-confidence to carry out his determination. He was not a plunger and never has been, but has confined his operations within the scope of his capital, and by so doing is often enabled to take advantages that are available only to the cash buyer.

Mr. Roberts studied the wants of the trade to which he catered and sought to shape his stock of goods to meet those wants. He realized that the manufacturing jobbers adjusted the products of the factories they represented to the demands of their trade, and it was only natural that they should endeavor to dispose of the products in which they were directly interested in preference to those of any other manufacturer. Mr. Roberts' buying market was not bound by any particular factory connection, but was restricted only by his ability to com-

mand capital. Chicago, then even more than now, the natural distributing center of the great West, was the center of the jobbing industry and distributed goods in practically every section of the country, save the eastern and New England states. Villages, towns, cities that sprung from the bosom of the broad prairies almost in a day kept the carpenter and contractor busy, while the architect lingered behind to plan the mansions of the older East. Those were the days when stock goods ruled; the home of the pioneer did not call for original designs nor ornate finish; the retail dealer bought doors and sash in straight carloads, and sold both his town and farmer customers from stock carried in his own yard. The wholesale factory made no pretense of manufacturing anything but regular stock, and that was about all the wholesaler sold.

Varied by the changing currents of trade as have been the conditions in recent years, Mr. Roberts has been able to combat them all successfully. The field of disposition for regular stock has been curtailed because the average home builder of today wants something different from his neighbor, and the architect is called upon to furnish it. The wholesale jobber by no means has been eliminated, though in some instances he has become a manufacturer of special work, or, perhaps, the sales medium of a manufacturing institution producing both special and stock goods; in other cases he has remained in the jobbing business exclusively, buying both regular and stock goods where they can be obtained to the best advantage. Yet through it all the wholesale handling of sash and doors has remained a distinctive branch of the industry.

In his business the methods followed by Mr. Roberts have ever been those of the merchant. Although there is nothing of aggression in either his manner or appearance, his commercial policy has been decidedly in that direction. A close student of business conditions and their particular effect on the sash and door trade; a shrewd buyer and one who could drive a sharp bargain on occasion, yet against whom there has never been a charge of dishonest or disreputable methods; a

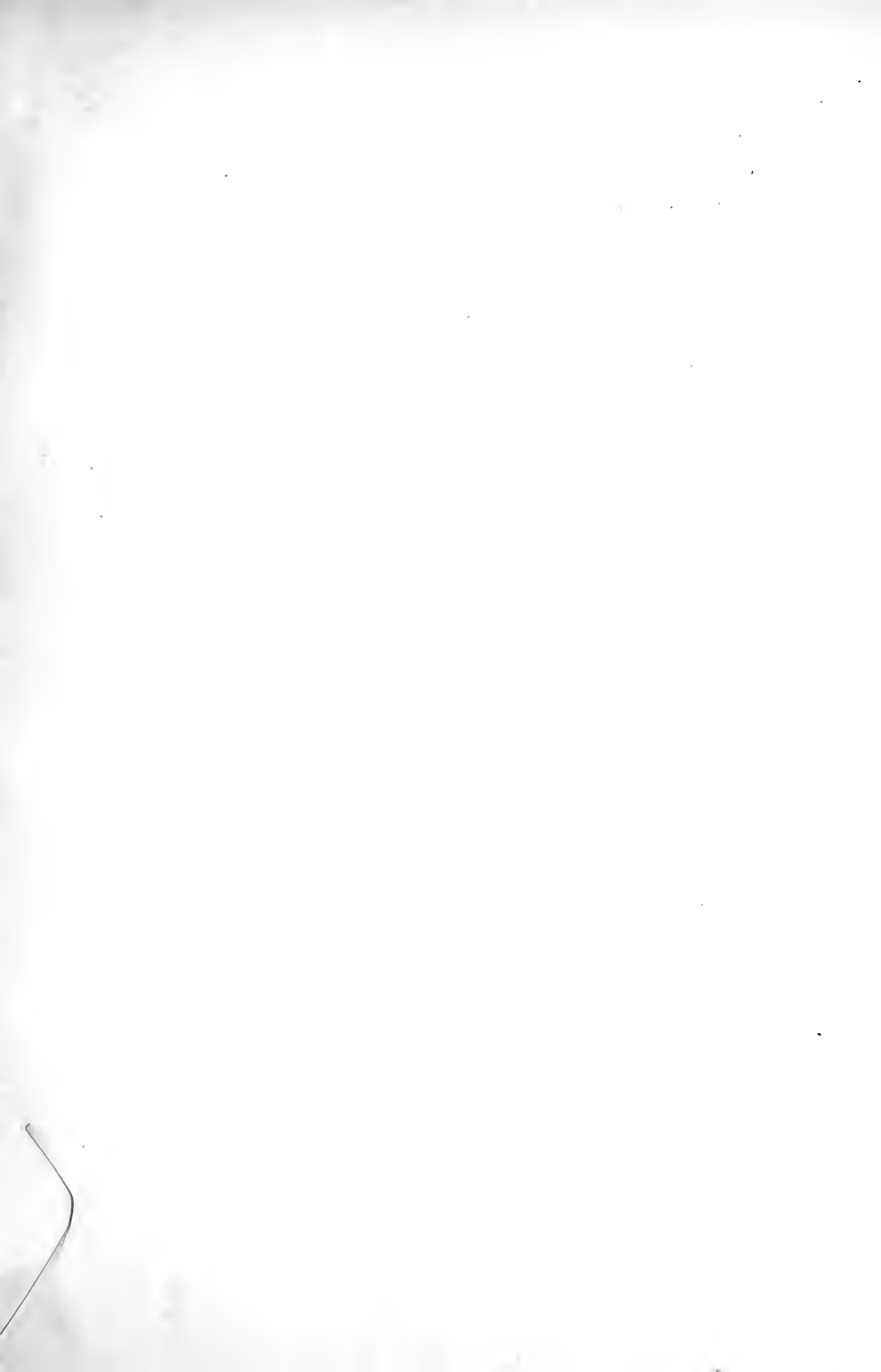
man of broad mind and sterling character in private life, he fittingly illustrates the better type of the American business man. Worldly success has not changed his kindly nature in the least; there is no doubt but that he enjoys wealth for the comforts that it brings to himself and family, but money is not a god that he worships, nor a master that claims him as its servant.

During his entire career Mr. Roberts has shown the faculty of surrounding himself with assistants who were in perfect accord with the management, and much of his success is undoubtedly due to this fact. Several years ago, when the business had become too large to allow of one man giving his personal attention to all the details, William L. Sharp was taken into partnership and the firm became E. L. Roberts & Co. Since that time Mr. Sharp has relieved Mr. Roberts in many ways, acting in the capacity of executive officer.

Mr. Roberts has never been addicted to side issues in business, though for several years he has held an interest in McGregor Bros. & Co., of Granite Falls, Minnesota, a firm operating several retail yards in that neighborhood. To this business, however, he gives little personal attention.

Mr. Roberts married Miss Nellie Roraback, a daughter of Isaac Roraback, of South Bend, Indiana, in 1873. Five children have been born to the couple—Hugh, Rhoda, Katharine, Ruth and Edward L. Roberts, Junior. The handsome home of the family is at Tracy, west of Morgan Park, Illinois.

Mr. Roberts has at times taken much interest in politics and his name was once prominently mentioned in connection with the nomination for mayor of Chicago. He is a member of the Union League Club, a former director of the Hamilton Club, a member of the Ridge Country Club and president of the Thirty-second Ward Republican Club.





Herman Paepcke

America has been made up of many different peoples, and among them are many young men who have come to this country from other lands to seek their fortune. This element of the population has added largely to the prosperity and stability of this country, and in every line of commerce and in the professions are to be found men who, doubtful of the possibility of success in other climes, have by their own industry gained positions of eminence in the land of their adoption. Of this type of citizen is Herman Paepcke, of Chicago, Illinois.

As the head of six large corporations doing an enormous volume of business, he is a prominent figure in the lumber trade and an example of what intelligently directed effort can accomplish. Besides, he is a stalwart American in sympathy and in practice and a strong supporter of the country's institutions and government.

Mr. Paepcke was born in Mecklenburg, Germany, February 12, 1831. His early education was obtained in the excellent schools in the city where his parents lived, but his views were broadened by a course finished at the college at Wismar, in Mecklenburg. Even as a young man he had been a student of commerce and as he looked about him in the fatherland he could see nothing but a struggle for existence. The position was not a pleasing one, so he determined to seek his fortune in America.

Crossing the Atlantic at the age of twenty-one years, Mr. Paepcke came to America and soon found a thriving town of Indianola, Texas, where he settled. His first venture was in the way of shipping hides and other products of Texas to New York. He was successful in this trade, but his activities were interrupted when a cyclone swept

HERMAN PAEPCKE



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America has been the Mecca of millions of ambitious young men who have left their homes in other countries to come to the New World in search of the opportunities that await the earnest worker in the United States. This element of the population has added largely to the prosperity and stability of this country, and in every line of commerce and in the professions are to be found men who, doubtful of the possibility of success in other climes, have by their own industry gained positions of eminence in the land of their adoption. Of this type of citizen is Herman Paepcke, of Chicago, Illinois.

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Crossing the Atlantic at the age of twenty-one years, Mr. Paepcke came to America and chose the then thriving town of Indianola, Texas, in which to cast his lot. His first venture was in the way of shipping cotton, wool, hides and other products of Texas to New York. He was successful in this trade, but his activities were interrupted when a cyclone swept

the Texas Coast, a storm such as destroyed the city of Galveston in recent years, and left death and destruction in the growing city of Indianola. This was in 1875, and when, a few years later, another cyclone caused a further great loss the young shipper, with others, sought a different location.

It was in 1881 that Mr. Paepcke appeared in Chicago, the scene of his future success in the business world. He embarked in the planing mill and box manufacturing business, a plant being started at Fifth Avenue and Harrison Street. For four years this plant was operated successfully, the business being extended during that time, and then a new site for manufacturing had to be selected, as the property was taken for the Grand Central station. A new plant of greater capacity than the old one was built at the foot of Carpenter Street and the business continued under the title of H. Paepcke & Co. The growth of its trade was remarkable, and in 1887 a retail yard was opened in connection with the planing mill and box factory. In two years the facilities of the plant became too limited and a move was made to the east end of Illinois Street, near the north pier. Later, Mr. Paepcke bought the yard and stock of the Peshtigo Lumber Company, at that location, and the business expanded rapidly; but in 1902, owing to the extensive interests acquired in the South, the wholesale pine yard was disposed of.

The formation and extension of the business of the Paepcke-Leicht Lumber Company is as interesting a page in the history of commercial enterprise as can be found anywhere. A large part of the credit for the results obtained is due to Mr. Paepcke's management of affairs. He is a believer in organization and system, and every detail of the corporations he controls is familiar to him. He is courteous to friend and stranger alike, direct in his speech and quick of decision.

Mr. Paepcke's entire time is given to the direction of the affairs of the company, which, with its correlative concerns, is the largest box manufacturing concern in the world, and in 1905 and 1906 was known as the heaviest individual owner of

cottonwood stumpage in America. There are six distinct corporations: The Paepcke-Leicht Lumber Company, the Chicago Packing Box Company, the American Box Company, all of Chicago; the Chicago Mill & Lumber Company, of Cairo, Illinois; the Marked Tree Lumber Company, of Marked Tree, Arkansas, and the Cairo, Memphis & Southern Railroad & Transportation Company, operating a line of steamers and barges on the Mississippi. Four extensive box-making plants are operated and the raw material, chiefly cottonwood and red gum, is obtained from seventeen sawmills, several of them owned by the underlying corporations.

The officers of the several corporations are: Paepcke-Leicht Lumber Company—H. Paepcke, president; William Wilms, vice president; E. A. Leicht, treasurer, and J. P. Hankey, secretary. Chicago Packing Box Company—H. Paepcke, president; C. H. Limbach, vice president and treasurer, and M. J. Bosen, secretary. Chicago Mill & Lumber Company—H. Paepcke, president; William Wilms, vice president; E. A. Leicht, treasurer; C. F. Yegge, secretary, and S. Wagner, assistant treasurer. The other companies have substantially the same officers.

With a view to obtaining the best results in the conduct of the business as a whole, and to avoid the friction accompanying the division of responsibility, Mr. Paepcke evolved the scheme of an executive board. This body is composed of directors of each corporation and represents each department, Mr. Paepcke assuming the chairmanship. At the meetings of the board the policy of each company is mapped out and a satisfactory arrangement of the workings of each plant secured. The executive board has its own committees, to which are referred all questions that may come up for determination.

At the American Box Company plant from 50,000 to 75,000 feet of lumber is manufactured into boxes daily by a force of 300 men. At the factory of the Chicago Packing Box Company, about 125,000 feet of lumber is cut up and made into boxes daily, and a stock of 15,000,000 feet is in pile.

The largest and most complete establishment of the enterprise is that of the Chicago Mill & Lumber Company, at Cairo, Illinois, where sixty acres of ground is occupied by the plant. Located there is a sawmill with a band and a band resaw with a capacity of about 85,000 feet of lumber a day. The box factory has a capacity of seven cars of shooks each day, and veneers are manufactured for egg cases, furniture work and drawer bottoms. Employment is given to 600 men. The box factory of the Three States Lumber Company was bought in 1900. Fifteen auxiliary mills in Missouri, Mississippi and Arkansas act as feeders to the four factories in Chicago and Cairo, and nearly all these mills are sawing on timber owned by the company. In 1906 the Chicago Mill & Lumber Company erected a double band sawmill at Chickasawba, Arkansas, having a capacity of 100,000 feet a day of ten hours. It adds largely to the company's facilities which, in 1906, were capable of producing about 500,000 feet a day.

In addition to these interests the Paepcke-Leicht Lumber Company controls the Cairo, Memphis & Southern Railroad & Transportation Company, which operates 117 miles of standard gauge railroad and a line of steamers, tow boats and barges on the Ohio and Mississippi rivers and their tributaries.

Through his frequent trips to Europe Mr. Paepcke is familiar with the export trade, which forms a large part of the business of the Paepcke-Leicht Lumber Company. The foreign department handles considerable cottonwood and other hardwoods through the Chicago headquarters, though a southern office is maintained at Knoxville, Tennessee.

Mr. Paepcke married Miss Paula Wagner, of Indianola, Texas, July 27, 1878. Four children—three girls and one boy—have come of this union. The eldest daughter, Sophie, is the wife of Professor Alexander Pflueger, of the University of Bonn, Germany. Another daughter, Lydia, is the wife of William Wilms, of the Paepcke-Leicht company. The family occupies a beautiful home in Glencoe, a suburb of Chicago.



Charles A. Goodyear

On the borders of the lumber trade, following the forest business, many, or there, perhaps a majority of them, are descendants of lumbermen. The trade is conspicuously one that appears to offer superior attractions over all other commercial ones to the descendants, in the second, and, in many instances, the third and succeeding generations, of men who hewed their fortunes from the forest. Charles A. Goodyear, of Chicago, Illinois, is one of those whose ancestors for four generations were lumbermen.

The first of the Goodyear family in America was Stephen Goodyear, a London merchant, who associated himself with other merchants in chartering the ship *Hector*, which sailed from England in 1637 and whose passengers founded the colony of New Haven, in what is now Connecticut. Stephen Goodyear was one of the eminent men of his day and took a prominent part in the civic affairs of the colony, serving as deputy governor from 1643 until his death, in 1658. Of the ancestry of Deputy Governor Goodyear, the records give a meager account, but enough is gleaned from them to establish the fact that he was a direct descendant of Sir William Goodere, who was beheaded at the Old Whitchell, July 21, 1603. The earliest ancestor of whom any record is found was Richard Goodere, Lord of the Manor of Gillingham, in Cumberland, it is believed, who died in the reign of King Edward I, in 1307. The family was prominent in Cumberland at the time and it is believed that Lord Egerton was a member of his forces. Richard, the son, built a house at Monckinge Hadley, near Carlisle, and all of the Gooderes mentioned in the early annals appear to have originated in that section of Cumberland.

Charles Adams Goodyear, of Chicago, is the great-great-great-grandson, in direct line, of Stephen Goodyear, the New



CHARLES ADAMS GOODYEAR

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Charles Adams Goodyear, of Chicago, is the great-great-great-grandson, in direct line, of Stephen Goodyear, the New

Haven colonist. He is one of those to whom the lumber business comes by inheritance, and the fact that he is so well qualified and so uniformly successful in his chosen occupation is attributable to his forbears on both sides of the house who were lumbermen. His maternal grandfather, Charles C. Waterhouse was a lumberman of Havana, New York, and afterward engaged in the California lumber trade with headquarters at Brooklyn, New York, shipping lumber around the Horn during the gold fever years, between 1849 and 1852. Two younger members of the Goodyear family are today among the heaviest operators in the trade, Charles Waterhouse Goodyear and Frank Henry Goodyear, of Buffalo, New York, who comprise the widely known firm of F. H. & C. W. Goodyear, owning, besides large lumber and railroad interests in Pennsylvania, some of the most extensive tracts of timber and manufacturing interests in yellow pine in the southern states. One of the noted members of the family was Charles Goodyear, the celebrated inventor of vulcanized rubber, who died in 1860, and who in his three-score years accomplished wonderful results in the advancement of science and commerce.

Darius Adams Goodyear, father of Charles A. Goodyear, married Mary Ann Waterhouse on May 25, 1848. Two years before that he engaged with his future wife's father, C. C. Waterhouse, in the lumber business in Brooklyn. The son was born to the couple, September 22, 1849. The family remained in Brooklyn until 1858, when the senior Mr. Goodyear sold his interests and moved to Portage, Wisconsin, where he again embarked in the lumber business, the firm being Mann & Goodyear. Young Goodyear was educated in Portage and graduated from the high school at the age of sixteen years. When out of school he entered the business of his father, and, though but a youth, he quickly familiarized himself with its details. Mann & Goodyear floated lumber down the Wisconsin River to Portage, from which point it was distributed to yards of their own and to various dealers along the Mississippi River.

In 1876 Mr. Goodyear's father took him into partnership, the firm becoming D. A. & C. A. Goodyear, the center of their operations then being at Mather, Wisconsin. In 1883 the yard and office were moved to Tomah, where, in 1888, one of the largest and most modern sawmills in the Northwest was built. The mill has been remodeled several times and its present equipment comprises two bands and a band resaw, with a daily capacity of 100,000 feet. At the outset the firm owned timber adjacent to Tomah, but as this was cut out other acreage was bought in the northern part of Wisconsin and the logs brought to the mill by rail, a haul of 200 miles, in some instances. In 1906 the supply of logs came from Vilas County, where the company owns a tract of 35,000,000 feet of pine. When that timber is cut out the operations will be started on a tract of approximately 300,000,000 feet in Gogebic County, Michigan. Mr. Goodyear bought the latter property in 1905 and has further provided for his manufacturing operations by securing about 1,000,000,000 feet of fir, spruce and cedar on Puget Sound, Washington.

Mr. Goodyear bought the interest of his father in the firm of D. A. & C. A. Goodyear, at Tomah, in 1899, and continued the business under his own name until January 1, 1906, when it was incorporated under the laws of Wisconsin as the C. A. Goodyear Lumber Company, with a capital of \$500,000. The officers are Charles A. Goodyear, president; Lamont Rowlands, vice president and general manager, and Miles A. Goodyear, secretary. D. A. Goodyear died August 20, 1905.

Mr. Goodyear married Miss Fannie Stewart, daughter of Judge Alva Stewart, of Portage, Wisconsin, September 11, 1872. Five children, three sons and two daughters, were born to the couple. Miles A. Goodyear, the surviving son, is secretary of the C. A. Goodyear company. Charles McPherson Goodyear, another son, died in 1895. One of the daughters, Ellen Josephine, is the wife of Lamont Rowlands, vice president and general manager of the Goodyear company, and the other one, Mary Belle, is the wife of George C.

Hodges, of Chicago. Alva Stewart Goodyear, Mr. Goodyear's oldest son, who had risen to the position of manager of the operations of the concern at Tomah, died May 13, 1904, at the age of twenty-nine years. He served as acting captain of Company K, Third Wisconsin Regiment, during the Spanish-American War, and during the campaign in Porto Rico he contracted malarial fever, which was primarily responsible for his death five years later. To add to Mr. Goodyear's grief, Mrs. Goodyear, who had been ill for several months previous to Alva's death, suffered such a shock that she, too, succumbed, her death occurring twelve days after that of her son.

Although Mr. Goodyear always has been a consistent supporter of the policies of the Republican party, he never has sought nor has he held public office. At one time he was nominated for Congress, but withdrew. At another time he was nominated for the Wisconsin State Senate, but declined the honor. Mr. Goodyear is a member of the Independent Order of Odd Fellows, the Union League Club and the Kenwood Club, of Chicago. In 1903 he built a handsome residence at 4840 Greenwood Avenue, Chicago. The architecture is of early English style. Valuable assistance in formulating the plans was given by Mrs. Rowlands, and many of the attractive features of the home are due to her intimate knowledge of old English country houses.

Mr. Goodyear possesses democratic manners and has never been accused of regarding himself as being in any sense above the common level of humanity. Having led a busy life and in his youth encountered hardships and endured privations in the endeavor to establish a business, he is prone to carry himself, in years of maturity and affluence, as simply and as far removed from ostentation as any of his several hundred employees. Frills of any sort are not to his liking and he cordially detests many of the so-called regulations of a social order with which he neither sympathizes nor affiliates. None the less does he conduct himself at all times as becoming one who is the descendant of generations of gentlemen.



William V. Schultz

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He was born May 13, 1851, at Rochester, New York. His father, Daniel George Schultz, was a native of Alsace-Lorraine, having been born in Schlettstadt in 1827. He immigrated to the United States in 1845 and settled in western New York, near Rochester, where he engaged in farming for a short period and then in the building and contracting business. He married, in 1850, Catherine McArthur, and William W. Schultz was one of four sons born of this union. The lad was reared in Rochester, where he received his education in the public schools, finishing with a course in the academy at the age of nineteen.

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WILLIAM WARD SCHULTZ



WILLIAM WARD SCHULTZ

William W. Schultz

No better foundation for a life work can be laid than the study of an industry from its beginning; and he who learns thoroughly the rudiments of his occupation becomes the most efficient and is, therefore, the most likely of success. Such a man is William Ward Schultz, of Chicago, Illinois.

He was born August 15, 1851, at Rochester, New York. His father, Xavier George Schultz, was a native of Alsace-Lorraine, having been born in Schlettstadt in 1827. He immigrated to the United States in 1845 and settled in western New York, near Rochester, where he engaged in farming for a short period and then in the building and contracting business. He married, in 1850, Catherine McArthur, and William W. Schultz was one of four sons born of this union. The lad was reared in Rochester, where he received his education in the public schools, finishing with a course in the academy at the age of nineteen.

Young Schultz had taken up the study of civil engineering, for which he showed a natural fondness, but, having a severe attack of asthma, he was forced to drop his studies and secure open air employment at once. He went to the pine woods of Michigan, where his uncles, W. and A. McArthur, were then, as now, engaged extensively in lumber manufacturing. Securing a position with McArthur, Smith & Co., under which style the business was conducted, he started in to learn the manufacture of lumber. During his first season he was employed in scaling logs, the following summer he cruised timber, and for several years divided about half of each year between these two occupations, besides helping on the drives during the spring and making himself generally useful at all times. In 1873 McArthur, Smith & Co. started a wholesale lumber yard at Twenty-second and Laflin streets, Chicago,

and in the following year Mr. Schultz was placed in charge of the business, conducting it in the capacity of manager until the spring of 1883, when McArthur, Smith & Co., retired from the Chicago market.

The firm of Crandall, Schultz & Co. was organized May 1, 1883, by James N. Crandall, William W. Schultz and R. B. Miller, and a wholesale yard was established at Thirty-fifth Street and Centre Avenue, Chicago. The business was prosecuted actively during the ensuing seven years, the first year its handlings amounting to about 8,000,000 feet, and the volume of its transactions steadily grew until during the last four years of its existence the sales averaged more than 25,000,000 feet annually. In 1890 Mr. Miller retired from the firm and the two remaining partners conducted the business with equally good success until May 1, 1894.

In 1890 Mr. Schultz, with several others, organized the Illinois & Wisconsin Lumber Company, of Merrill, Wisconsin. A sawmill at Merrill and a tract of timber adjacent to the site were bought and operations carried on actively for several years. In 1896 Mr. Schultz sold his interest in the mill and timber to C. B. Flinn, the mill having sawed in the five years preceding about 150,000,000 feet.

The wholesale firm of Schultz Bros. was organized in Chicago in 1892 by James N. and Alexander J. Schultz. W. W. Schultz was admitted as a partner in 1894, after he had disposed of his interest in Crandall, Schultz & Co. Schultz Bros. did a steadily increasing business during several years until the results of the panic of 1893 were more clearly developed. In December, 1896, through the failures of several concerns owing the firm large amounts of money, a temporary suspension of the business was deemed advisable. To the credit of W. W. Schultz and his brothers, in less than thirty days the firm again was in active operation, and, within a few months, without legal obligation but with a full appreciation of its moral obligation, had paid every debt in full.

The firm has steadily increased its volume of business as

well as its scope in the lumber field and it is now a large and increasingly important factor in the wholesale trade of the country. One of its principal departments is that of long piling for foundations, in which line it may be said to outrank any concern in the country. One of the first and most important contracts obtained by the firm for piling was in 1897, when between 5,000 and 6,000 pieces of fifty-foot piling for the Federal Building in Chicago were furnished. Other houses in the same line had declined the business, but Mr. Schultz completed the contract satisfactorily, having discovered a forest of norway trees of unusual quality and size in northern Wisconsin. The firm also held a contract extending over three years for 100,000 pieces of piling from forty-five to seventy-five feet in length, which was completed recently. Schultz Bros. are getting out piling in eleven states and in Canada and their market embraces the entire eastern half of the country.

While the business of Schultz Bros. was originally confined almost exclusively to northern pine, it gradually shifted during succeeding years to southern pine, and in October, 1902, Charles D. Benedict was admitted to the firm for the purpose of taking charge of the yellow pine department, and a separate partnership, Schultz Bros. & Benedict, was formed. In 1904 750,000,000 feet of yellow pine was handled by the concern. Also in that year a cypress department was organized and since then many millions of feet have been handled. Schultz Bros. have been extensively engaged in the maple flooring business, also. In 1900 the Kerry & Schultz Manufacturing Company was organized at Bay City, Michigan. Operations were carried on there for a year and a half until the mill was destroyed by fire, when the company, in September, 1901, bought the old sawmill and site of the A. W. Wright Lumber Company, at Saginaw, Michigan. The mill plant was rebuilt into a flooring factory and operated actively until the spring of 1905, when it was destroyed by fire. In January, 1905, a poplar and hardwood department was started, in charge of James C.

Cowen. In June of 1906 Mr. Benedict withdrew from Schultz Bros. & Benedict and that firm was succeeded by Schultz Bros. & Cowen.

With all these various and diversified interests Mr. Schultz keeps in close touch, but gives his personal attention mainly to the piling department. The great success scored by that branch of the business has been largely due to his indefatigable energy and competent direction.

Not only has Mr. Schultz been prominent as a lumberman in the Chicago market for thirty-two years, but he has been prominent among those who have contributed to the wonderful increase in importance of that market, having been for many years interested in the various lumber organizations which have contributed to the standing of the lumber trade and the growth of the city, and also actively identified with them. For seven years he was a director of the Lumbermen's Exchange, and became a director of the Lumbermen's Association of Chicago when it was organized. He served a term as vice president and in 1891 was elected president, serving so well in that capacity that he was reëlected for another term in 1892. During his first term his office was one of unusual responsibility, owing to its being the first time for many years that all the lumbermen of the city had been gathered into a single organization.

Mr. Schultz married Miss Lizzie E. Leavitt, a daughter of Jerome A. Leavitt, at Cheboygan, Michigan, November 1, 1876. One son has been born to the couple—Jerome A. Schultz, who is in the insurance business in Chicago and displays much of the energy and capability of his father. Mr. Schultz is fond of home life and has an especial liking for literature, spending much of his time in his library at home.





Edward F. Moberly

With the growth and expansion of the cypress industry in comparatively recent years many have been drawn into its ranks by men who have previously gained success in other lines of the lumber business. One of the men to enter the industry recently and almost immediately to become an important factor in the production of this wood is E. E. Moberly, of Chicago, Illinois. He did not begin the manufacture of cypress as a novice, for in his long experience as a lumberman in the metropolitan field he became thoroughly conversant with southern lumber of every description, and with southern life and methods as well. For years he was heavily interested in the production and sale of yellow pine lumber before he turned his attention to its companion wood—cypress.

Edward Everett Moberly was born at Duquoin, Perry County, Illinois, October 20, 1859. His father was John H. Moberly and his mother Hester J. Moberly. He was educated in the public school at Duquoin and later took up a course at Shurtleff College, at Upper Alton, Illinois. Immediately upon leaving college in 1880 he began his business career by going to Chicago, where he secured a position in the office of the wholesale and retail lumber firm of Street, Chatfield & Sons, predecessors of the present firm of Street, Chatfield & Co. His first work was as a bookkeeper, though it was not long before he was given more important responsibilities, and during the six years he was with the firm he acquired a valuable practical experience in the details of handling and shipping lumber in the Chicago market. He developed a liking for the lumber business, and applied himself assiduously to the duties incumbent upon him in order that he might qualify to conduct a business of his own, to which laudable ambition he aspired. At the time that Street,



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Chatfield & Keep closed out their Twenty-second Street yard Mr. Moberly opened a lumber commission office on his own account, embarking in the trade of white pine, in 1890, with his father-in-law, C. H. Blair, under the firm name of C. H. Blair & Co.

The jobber of lumber, at the time Mr. Moberly opened his office, was considered an unimportant factor in the trade of Chicago, where business was largely done direct from extensive and well-stocked yards, then regarded as a necessary adjunct to the proper transaction of a lumber business. Mr. Moberly was convinced that it would be possible to do a profitable trade in direct shipments from the mills, a proposition which he proceeded to demonstrate; and, as a result of that demonstration, he became one of the pioneers of the now influential colony of office lumbermen in the downtown district of Chicago. The limited competition and the opportunities for profit in this line were greater in those days than they now are, and the business of C. H. Blair & Co. grew and prospered under the capable management of the young lumberman. Mr. Moberly continued actively in the wholesale lumber business from 1890 until 1903, meanwhile, in 1893, changing the name of the firm to E. E. Moberly & Co.

While carrying on a wholesale business the decreasing supply of white pine gradually diverted Mr. Moberly's attention to the yellow pine field, and in the later years of his activity in Chicago he directed his efforts chiefly to southern products. While thus engaged he organized and financed the H. M. Nixon Lumber Company for the purpose of operating in hardwoods. Closing out all his other wholesale interests in 1903, Mr. Moberly aided in the organization of the Anguera Lumber Company, which conducts a wholesale yellow pine and hardwood business, with offices in the Monadnock Building, Chicago, and of which concern he became vice president and the principal stockholder.

While operating in yellow pine lumber Mr. Moberly studied the field closely and recognized the possibilities of

manufacturing in that line, and in 1898 he bought a one-half interest in the Amos Kent Lumber & Brick Company, Limited, of Kentwood, Louisiana. This company at that time was a comparatively small institution, operating a mill of limited capacity and backed by meager timber holdings. The manufacturing facilities and timber resources of the company were largely expanded, and when the company disposed of its holdings in March, 1906, it had accumulated stumpage to the extent of 250,000,000 feet, and timber lands comprising an area of 23,000 acres, besides a modern mill plant.

Late in 1905 Mr. Moberly, in company with J. N. Cummings, formerly secretary of the Louisiana Cypress Company, Limited, of Harvey, Louisiana, and an old time Chicago lumberman, organized the Cummings & Moberly Cypress Company, with a paid in capital of \$125,000. Mr. Moberly is president of the company and Mr. Cummings secretary-treasurer and general manager. The company owns an extensive tract of cypress land in St. Charles Parish, in the southeastern part of Louisiana. At Taft, a new settlement located on the Texas & Pacific Railway, over which the product of the mill finds an outlet, has been built a modern sawmill plant, planing mill, dry kilns and all accessories of a well organized and efficient manufacturing plant for catering to northern markets, and a logging road furnishes the supply of logs for the mill. The mill is of a band type with a capacity of 60,000 feet a day. Neither pains nor expense was spared by Mr. Moberly or his associates in making the Cummings & Moberly Cypress Company one of the most effective manufacturing institutions in the cypress belt, special attention having been paid to the utilization of methods that have proved, by long practical experience, to be conducive to economy of manufacture and excellence of production. The plant is supplemented with some of the most improved labor saving mechanical devices that the inventive genius of the day has as yet been able to produce. The logs are loaded on cars in the woods by steam skidders and delivered directly into the log pond at the mill,

and mechanical contrivances of the latest pattern handle them and their product through each stage of the operation up to the putting in pile of lumber, lath and shingles in the mill yard.

Mr. Moberly is still a young man, energetic, strong of purpose and resourceful in methods. He has earned the confidence of those with whom he has had business dealings, and has commanded the respect of his confreres. But, best of all, there are no rankling resentments, due to unfair methods, to be overcome, no hostile sentiments to be placated. He is plain speaking, fair minded and honorable with all with whom he comes in contact. To no man in the lumber trade is tendered a greater measure of unselfish good wishes by his fellows for his continued prosperity; and this fact tells more forcibly than could any words of the character of his dealings with others.

Mr. Moberly married Miss Jennie Blair, a daughter of Charles H. Blair, of Chicago, who later became his partner, April 28, 1886. Mr. and Mrs. Moberly reside during the greater part of the year in a beautiful home in Chicago and spend the summer months on the New England Coast. They have four children—a son and three daughters.



John W. Embree

When a man possesses the qualities we have in the conduct of an extensive business, he can generally be relied upon to display a similar strength in the management of an association or any other affair of a semi-public character with which he may be intrusted. John William Embree, of Chicago, Illinois, vice president of one of the most prominent wholesale concerns in the West, served with unusual ability his fellow lumbermen of his adopted city in a crisis and displayed excellent judgment, fearlessness and determination in defending his own rights and the rights of others.

The Embree family is descended from French Huguenots, thousands of whom came to America from France in the Seventeenth Century to gain religious freedom. Among them was a family of Embrees who were Quakers and who picked out an abiding place in the Colony of Virginia. A succeeding generation moved to the sparsely settled Muskingum River Valley, near Pennsville, Morgan County, Ohio, and took up agriculture as a vocation. It was there that William Embree, father of John William Embree, was born and there that he married Mary Jane Brown, the daughter of a minister. John William Embree was born to this couple at Pennsville, November 15, 1860.

What education the boy was able to obtain was acquired in the village school before he was thirteen years old. At this tender age he became a clerk in a general store at Pennsville, where he remained three years, and then the family moved to New Straitsville, Perry County, about twenty miles from Pennsville. Until he reached this place young Embree never had seen a railroad. At New Straitsville he worked for a year in a company store operated by a coal mining concern, when the family again moved, locating at Topeka, Kansas. John W.

JOHN WILLIAM EMBREE



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Embree's commercial training was such as to enable him to enter one of the large business houses of Topeka, where his faithful services earned for him advancement in responsibility and increased salary.

Mr. Embree's entrance into the lumber field, in which he has attained considerable distinction, was in January, 1884. His cousin, the late Jesse R. Embree, had, in May, 1883, started in the lumber trade with M. F. Rittenhouse in Chicago. Correspondence passed between the cousins and John Embree was solicited to go to the western metropolis and learn the lumber business under the tutelage of his cousin. He considered the matter carefully because it meant to him a sacrifice in salary and the abandonment of a purely mercantile career.

His decision to accept his relative's offer was hastened, however, by the advice of a physician, who announced that the young man's health would be benefited by a position where he could be in the open air most of the time. So, in January, 1884, he left Topeka for Chicago and entered the employ of Rittenhouse & Embree at a salary of \$40 a month. His first work was tallying lumber in the yard of the firm, and gradually he became thoroughly familiar with grading and inspecting. A year spent in the yard was sufficient to qualify him for assuming the position of city salesman and in the two years he followed this line of activity he gained a wide acquaintance with the personnel of the retail trade and a knowledge of the requirements of consumers. The ability he had demonstrated all along led to his being given full charge of the selling end of the business and of the supervision of credits in 1887.

Upon the incorporation of the Rittenhouse & Embree Company in May, 1892, M. F. Rittenhouse became president, Jesse R. Embree, vice president and John W. Embree, secretary, the latter holding a one-fifth interest in the corporation. Two years later Jesse R. Embree sold his interest in the business to the other partners and Mr. Rittenhouse then became

president and treasurer and John W. Embree vice president and secretary. During the last twelve years the company, in which Mr. Embree takes an active and important part, has come into the front rank of the Chicago trade, not only in the volume of business transacted, but as a representative house as well.

Outside of the wholesale and retail business carried on, Mr. Embree and his partner have extensive interests in lumber operations in the North and South. One of the operations in which Mr. Embree is interested is the Arkansas Lumber Company, manufacturer of yellow pine, at Warren, Bradley County, Arkansas. The plant is one of the best equipped and largest in the South, with a capacity of 150,000 feet of lumber a day. The company owns approximately 700,000,000 feet of yellow pine and hardwood timber, short-leaf pine forming the greater percentage of these holdings. Little of the output of this company is sold in the Chicago market, the larger portion of the sales being made in territory tributary to St. Louis. Mr. Embree is vice president of the Arkansas Lumber Company.

Mr. Embree is president of the Chandler Lumber Company, which concern was organized following the purchase, in October, 1902, by Mr. Embree and Mr. Rittenhouse, of the Dean interests in the Central Lumber Company, of Chicago. The Chandler company does an exclusively retail business and handles about 30,000,000 feet of lumber a year. Another retail lumber company of which Mr. Embree is president is the Sixty-third Street Lumber Company, of Chicago, which was organized in 1904 to operate a retail yard at Sixty-third and La Salle streets. This yard has a large trade with the contracting and building interests of the South Side section of Chicago.

Mr. Embree's executive ability was given a severe test in 1905, in which year he was chosen president of the Lumbermen's Association of Chicago. When he took the office the association was confronted by the most unusual situation in

regard to labor it had ever known. The hundreds of teamsters in the employ of the various lumber yards of the city were on a sympathetic strike and Mr. Embree, as president of the association was placed in a most trying position in conserving the interests of the lumbermen. With the support of the association members he proceeded to bring order out of chaos and was successful in bringing the strike to a close with satisfaction to both sides. All the way through he demonstrated strength, endurance, power to originate and the executive ability to carry plans to their fruition. He neglected no detail either in association matters or of private interests, and his administration of both was exceptional.

Mr. Embree's home life is a happy one. He married Miss Carrie A. Stevens, a daughter of Thomas H. Stevens, a member of the Chicago Board of Trade, December 1, 1888. Of this union one son has been born—John William Embree II, who is now in his eighth year.

Mr. Embree was born with an incentive to work. In his case it has developed all the better qualities of the man, made him a master of himself and equipped him to become a ruler over many. He started his commercial career at the bottom, worked zealously at whatever was before him and steadily widened his sphere of usefulness as he climbed toward the goal of success. In doing so he sought neither honors nor preferment, merely endeavoring to do his duty to the best of his ability; but preferment came to him unsolicited and honors have been extended to him without stint.





JOHN EDMUND BURNS

John E. Burns

While, perhaps, the greater number of successes, from a financial standpoint, in connection with the lumber industry have been men who have chosen the manufacturing end of the business as the field of their operations, there have been a number of substantial fortunes made in the retail ranks. As a rule it has taken longer, but success has followed endeavor just as surely in the retailing of lumber as in its manufacture. The same attributes have been brought into play, the same energy has been necessary to the attainment of the end desired. In brief, the kind of a man qualified to reach the goal in one department of the business is the man who inevitably would have secured a success in the other. If anything, however, it has required a greater amount of labor to earn a reward in the retail business. The profits are not as large and competition appears in a greater number of guises and with more insistence. Therefore, it appears that to attain prominence in the retail trade is more difficult than is the case when engaged in the larger field of manufacturing operations.

An example of rapid and permanent advancement in the business of retailing lumber is afforded by a perusal of the history of John Edmund Burns, president of the John E. Burns Lumber Company, of Chicago, Illinois. Mr. Burns says that no one ever put a dollar into his pocket when he was not looking, but that he has had to work for every penny he possesses; nevertheless, it does not seem to have soured his disposition and he has no regrets.

John Edmund Burns was born at Natick, Massachusetts, March 20, 1867, and was the child of Lawrence and Ellen Burns, the former a native of Ireland and the latter, who before her marriage was Ellen Dalton, having been born in Detroit, Michigan. Young Burns did not have an inherited predilec-

tion for the lumber business, his father having been a wholesale grocer at Natick. John Burns had no liking for the grocery business. He graduated from the grammar school at Natick, attended the high school, and, after leaving that institution, spent over a year at Comer's Commercial College, in Boston. When he left college young Burns returned to Natick and entered the employ of W. D. Parlin, a hardware dealer of that city. He was then about sixteen years of age, and was practically dependent upon his own resources, his father having died when he was about seven years of age. Mr. Burns remained in the hardware store about a year and a half and then migrated west to Chicago, reaching that city in 1884. Here he held several positions for brief periods and then connected himself with McCauley & Elliott, real estate dealers, with whom he remained in the capacity of bookkeeper for four or five years.

In 1894 Mr. Burns made his first venture in the lumber business, the scene of his operations being at Lowell, Indiana, where he purchased the yard of the Lowell Lumber Company, and engaged in the retailing of lumber for three years. At the end of that period—to be specific, in 1897—Mr. Burns, wishing to give more scope to his energy, sold out his Lowell yard to the Wilbur Lumber Company and returned to Chicago. Here he incorporated the John E. Burns Lumber Company and started in business at Halsted and Kingsley streets, that city, having bought out Albert Russell, an old time Chicago lumberman, who since has passed away. This business he conducted for about two years. The John E. Burns Lumber Company of 1897-9, while operated under the same caption, was not the John E. Burns Lumber Company of the present day, however. It was a modest business, running in sales from \$5,000 to \$8,000 a month. The present headquarters of the company at 40 West Chicago Avenue were secured November 15, 1899; but Mr. Burns continued to run the old Russell yard until February of 1906, when the property was disposed of and the yard was permanently closed.

In addition to the big lumber yard at 40 West Chicago Avenue, the John E. Burns Lumber Company operates the Morton Grove Lumber Company, at Mortongrove, Illinois, and the North Side Lumber & Timber Company, at Lincoln Avenue and Grace Street, Chicago, the latter having been conducted since 1893.

Thus in about nine years John Edmund Burns has been able to build up in Chicago one of the most successful and extensive retail lumber operations in that city. The company now does a business aggregating considerably over \$1,000,000 a year, although it is capitalized at only \$100,000, and is well known to all lumbermen of Chicago and the middle West.

The officers of the present organization are John E. Burns, president and general manager; Frank J. Burns, secretary; Albert P. Hawley, treasurer. Frank J. Kronmaker is manager of the North Side yard. In the two yards there are employed about sixty men. At the Chicago Avenue yard fourteen double teams and eighteen single teams are constantly employed in delivering the lumber, while at the North Side yard four double teams and six single are correspondingly busy.

The John E. Burns Lumber Company enjoys the distinction of being the most centrally located of any of the large retail lumber distributing yards in Chicago. It is less than a mile and a quarter from the City Hall, on an air line, and it is probably this proximity to the central life of the city which has caused the company's lumber to be employed in a greater variety of uses than that of any other lumber-handling concern in Chicago.

Mr. Burns says that he is too busy to devote any time to society or travel and very little to recreation, yet he speaks of trips to Milwaukee, Lowell and other points in his big Erocar and his eyes light up as he talks of struggles with the game denizens of lake and stream. And as he is a member of the Illinois Club, the Edgewater Golf Club, the Knights of Columbus and the Knights of Pythias, his modest disclaimer to social prominence can not be allowed.

Mr. Burns married Agnes Hines, sister of Edward Hines, of the Edward Hines Lumber Company, Chicago, on January 23, 1894. Three children have been born to them—Dalton Frances Burns, nine years old; Dorothy L. Burns, six years old, and Ruth, the baby, four years old—and all are sturdy and healthy. Mr. Burns' three-story residence is at 1676 Kenmore Avenue, Chicago.

Entering the office of the Burns Lumber Company, one is not at all in doubt as to its head, but there is nothing of blustering domination in Mr. Burns' makeup. His voice is low pitched and he extends the same courtesy he exacts. It is a policy which bears unmistakable evidence of being a paying one, for the office machinery of the company runs noiselessly and without friction.

Mr. Burns is a Catholic in religion and belongs to St. Mary's of the Lake Church. He is a type of the courteous, affable, modern American business man, a type of the man who succeeds.



Willis H. Gilbert

The average man travels a beaten path or, if he go beyond where the path is plainly blazed, it is in the general line of his predecessors. On the other hand, there appears a man who does something entirely new, or at least something which has not been done before. He is a pioneer, and he sometimes gets full reward in riches for what they have done, and sometimes the risks they take prevent large success, but, in any event, they are in the advance guard in the industry, and so the story of what they have accomplished and how they did their work is usually worth the telling. Of such sort is Willis H. Gilbert, now of Chicago, but whose chief work was, until recently, done at and around Ashland, Wisconsin.

Willis H. Gilbert is a native of Syracuse, New York, where he was born April 18, 1855. At the age of sixteen he left high school in order to make a connection with a large business firm, with which he remained for nine years, during which time he received a thorough mercantile training. In 1874 he came to Chicago and joined the firm of J. H. & C. W. Gilbert, formerly a large real estate transaction firm, where he remained for a number of years, during which time he acquired a command of capital.

At this time the company left Syracuse and moved to Bay City, Michigan, where it continued to operate as a lumber business. The company also operated the large saw of Frederick R. ... to avoid lumber stampage and bought logs directly from Sweden and Norway, having them sawed on contract at Bay City and Bay City. This product, however, did not come into the ordinary trade, but was very largely of a special character. A yard was maintained at Tonawanda, New York, where was carried a specialized stock for



WILLIS H. GILBERT

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The average man travels a beaten path or, if he go beyond where the path is plainly blazed, it is in the general line of his predecessors. Once in a while, however, there appears a man who does new things, or does the old things in an entirely different way—a man who appreciates the opportunities which others neglect, and in the lumber trade finds new uses for old woods or new woods for old uses. Such men sometimes get full reward in riches for what they have done, and sometimes the risks they take prevent large success, but, in any event, they are in the advance guard in the industry, and so the story of what they have accomplished and how they did their work is usually worth the telling. Of such sort is Willis H. Gilbert, now of Chicago, but whose chief work was, until recently, done at and around Ashland, Wisconsin.

Willis H. Gilbert is a native of Syracuse, New York, where he was born April 18, 1855. At the age of sixteen he left high school in order to make a connection with a large business house, with which he remained for nine years, during which time he secured a thorough mercantile training. In addition to this, he was associated with his father, formerly a leading farmer of the section, in several large real estate transactions and in this way acquired a fair command of capital.

At the age of twenty-five Mr. Gilbert left Syracuse and went to Saginaw, Michigan, where he engaged in the lumber business with Elijah Hallenbeck, under the firm name of Hallenbeck & Gilbert. The firm owned timber stumpage and bought logs, chiefly hardwood and norway, having them sawed on contract in Saginaw and Bay City. This product, however, did not come into the ordinary trade, but was very largely of a special character. A yard was maintained at Tonawanda, New York, where was carried a specialized stock for

railroad supply, as well as stock of the usual assortment for wholesale pine and hardwood yards.

By 1897 opportunities in the lumber business of Michigan began to be somewhat circumscribed by the exhaustion of the timber supply. Mr. Gilbert looked about for other fields and visited Ashland, Wisconsin, where he made a study of the conditions. At that time norway pine, in the eyes of the average Ashland man, was norway pine—simply that and nothing more. It was a cheap product, something to be hurried through the mill and hurried to the market. It came out from the gang mill as common bill stuff, an article which, owing to the diversion of most of the norway in almost every mill to this particular product, was in large supply and commanded a low price. Mr. Gilbert looked at the lumber piles, went out and examined the timber and his experience suggested to him what he thought would be a better use for these norway trees. He purchased 15,000,000 feet of norway logs, delivered in towing booms on Chaquamegon Bay, and then contracted with a first-class band mill to saw them. It soon became an open secret that he had paid \$6 a thousand for these logs and that his towing and sawing bill would amount to \$2.15 a thousand feet. The Ashland lumber trade laughed quietly at the tenderfoot from the banks of the Saginaw who had paid that amount for norway log run, which would bring on the Ashland market only \$6.50 to \$7 a thousand feet.

Mr. Gilbert kept his own counsel and managed the task which he had undertaken in his own way. He put an expert man into the woods, and, before an ax had touched a tree, it had been destined for a particular purpose. The large, sound, coarse trees were cut into logs up to sixty feet in length for timber bills; the smaller logs, with sound knots, were cut thirty to forty feet in length for car sills. Hundreds of thousands of feet were cut up for car decking and telegraph pole arms. Mr. Gilbert then turned his eloquence and his enthusiasm to the matter of placing his specialized products on the market. Soon, while various other timber buyers

were haggling indifferently over the price of the norway bill stuff with which the market was flooded, other buyers, not accustomed to be seen in the Ashland market, found their way there to look at what Mr. Gilbert had to offer. They came, they approved, they purchased; and the profits on his manipulation of this norway were soon seen to be as great as it had been expected, by those bound up to previous method of manufacture, the losses would be.

Thus Mr. Gilbert built up a magnificent trade, varying his operations by including in them white pine. He was known in those days as the "Norway King," and what he did for his subjects was of note, for more to him than to anyone else, and, perhaps, to all other men, was due the greater recognition of the merits of norway pine, enhanced prices for norway stumpage and the better values realized for its product. At one time he owned about 500,000,000 feet of standing norway, as well as large quantities of other woods.

As his Wisconsin operations became limited by the lack of timber supply, he turned his attention in other directions and purchased about 500,000,000 feet of stumpage in the timber districts of California, Oregon and Washington. That venture, however, was what others were making, and, with his disposition to depart from precedent, he gave ear to a rumor that reached him that there were extensive timber limits on the Bahama Islands, which could be purchased at a remarkably low price and on exceedingly favorable terms. Anything new aroused Mr. Gilbert's curiosity, and so he went to the Bahamas, looked over the islands casually and left estimators to explore them thoroughly. The result was that he bought these limits which had been going begging, and found himself in possession of probably 5,000,000,000 feet of yellow pine, of rather small average growth, but magnificent in its soundness and adaptability to structural and railway tie purposes.

The Bahama group lies off the coast of Florida, which it approaches at the nearest point within about seventy-five miles. The principal islands are Great Bahama, Great Abaco and the

Andros Islands. The latter, in particular, are heavily wooded, and the timber of all the western Bahama Islands is similar to that growing in Florida, but with a heavier mixture of tropical species than is found in that State. This venture of Mr. Gilbert's was looked upon with suspicion by his conservative lumber contemporaries. It was a "dream," though, as his dreams had always come true, it might have been assumed that this one also was prophetic.

At about this time—1903—through the failure of a house very heavily indebted to him, Mr. Gilbert's affairs became somewhat involved, but it was realized that no one could so well handle the situation as he himself and so, under a friendly arrangement of the creditors, he went about liquidating his indebtedness, selling some property and eventually, within less than two years, being on his feet again in possession of an independent fortune. During this time it was discovered that, with all his enthusiasms and his liking for new things, he had, after all, been conservative in his judgment of timber values. The estate as a whole realized more than the estimates. Of it all, strangely enough, the most important part was that same timber in the Bahamas, bought for a song and so lightly regarded by the timber trade generally. Of this property Mr. Gilbert is the chief and practically controlling owner. Sawmills have been erected, railroads built into the country, docks constructed, and manufacture is rapidly being engaged in, so that the company bids fair to be one of the great producing timber companies tributary to the trade of the Atlantic.

Having curtailed his northern manufacturing operations, Mr. Gilbert has turned to account his knowledge of timber values, the scope and accuracy of which have been so amply demonstrated, and is at the date of this writing devoting part of his time to the investigation of timber properties, with the view to purchasing for himself and in connection with his associates. His operations are now conducted from Chicago, to which city he removed in September, 1905.



Victor Thayer

[illegible]

He comes of a distinguished line of ancestry, the name of Thrane being known to every Scandinavian. Marcus Thrane, his grandfather, accomplished for the Scandinavians what Garibaldi did for his Italian compatriots. He was a member of one of the oldest and most aristocratic families of Norway. Born in 1817, he was highly educated and devoted his talents to espousing the cause of reform in the educational, religious and commercial systems of the land that gave him birth. He triumphed in his agitation, but he suffered the penalty of many reforms and was thrown into prison, in 1851, where he long would have remained. It is said that, had he consented, his colleagues would have named him director of Norway. The name of Thrane is also famous in the annals of Norwegian poet-dramatists, and it is a curious coincidence that Thrane in a story that has escaped the fate of his namesake. The poet was Thrane's associate on the *Illustreret Tidende*, published in Christiania, and, when the article on the poet was written and composed, the compositor had the presence of mind to conceal from Thrane manuscripts in his pocket, and in this way was due the fact that the poet escaped the fate of his namesake. Another distinguished member of the Thrane family was Paul Thrane, grandfather of Marcus Thrane. He was a merchant of Christiania. He was an abolitionist, and at the time the King of Denmark absolved his serfs from their oath of alle-



VICTOR THRANE

Victor Thrane

Love of nature, as typified by the fields, the streams and the woods, is compatible with the character of a lumberman. Communion with the physical beauties of the earth seemingly inspires courage and confidence and brings out all the finer qualities of a man's being. Victor Thrane, of Chicago, Illinois, has enjoyed this association with nature, nor has commercialism blunted his appreciation of her benefactions.

He comes of a distinguished line of ancestry, the name of Thrane being known to every Scandinavian. Marcus Thrane, his grandfather, accomplished for the Scandinavians what Garibaldi did for his Italian compatriots. He was a member of one of the oldest and most aristocratic families of Norway. Born in 1817, he was highly educated and devoted his talents to espousing the cause of reform in the educational, religious and commercial systems of the land that gave him birth. He triumphed in his agitation, but he suffered the penalty of many patriots and was thrown into prison, in 1851, where he languished for several years. It is said that, had he consented, his followers would have named him dictator of Norway. The name of Henrik Ibsen, the famous Norwegian poet-dramatist, is connected with that of Marcus Thrane in a story that has escaped the Ibsen enthusiasts. The poet was Thrane's associate on the *Arbeiderforeningernes Blad*, published in Christiania, and, when the newspaper office was searched and confiscated, a compositor had the presence of mind to conceal Ibsen's manuscripts in his pocket, and to this act was due the fact that the poet escaped the fate of the patriot. Another distinguished member of the Thrane family was Paul Thrane, grandfather of Marcus Thrane, who was a merchant of Christiania. He was extremely popular, and at the time the King of Denmark absolved the Norwegians from their oath of alle-

giance and it was proposed to elect Prince Christian as King of Norway, the population was determined to put Paul Thrane, popularly known as "Old Paul," on the throne.

Victor Thrane's father, Doctor Arthur D. H. Thrane, a prominent resident and physician of Eau Claire, Wisconsin, received his early education in the cell of his father, Marcus Thrane, while the latter was undergoing political imprisonment. Though but seven years old he was taught, in addition to his mother tongue, the French language, and in later years he became a compositor in French, assisting in the support of his mother and sisters until the expiration of his father's sentence, in 1858. He migrated to America and, after a short stay in New York, went to Chicago and took up the study of medicine at the Rush Medical College, from which institution he graduated in 1868. In 1889 Doctor Thrane was appointed a member of the Wisconsin State Board of Health by Governor W. D. Hoard. It was on March 12, 1868, that a son, Victor Thrane, was born to Doctor Thrane and his wife, Amalie Henriette Marie (Struck) Thrane. In the early '70's the family moved to Eau Claire, and in the public schools of that city the boy gained his mental training. In 1885 he completed a scientific course at St. John's University, at Collegeville, Minnesota, and followed this with a course at the Chicago Ophthalmic College, receiving his diploma in 1890.

As soon as he was out of college the young man went to Cleveland, Ohio, where he established himself in the optical business, but its scope proved too narrow for one of Mr. Thrane's ambitions. He was artistically inclined and the optical business, while not actually distasteful to him, was not entirely to his liking, so he conceived the idea of arranging and conducting a tour of an artist. For two seasons he toured Ellen Beach Yaw, the highest soprano in the world, who, up until that time, was practically unknown to the concert goers of the country. Not only did he establish a reputation for the singer, but he gained an enviable reputation as an impresario. Going to New York, in 1894, Mr. Thrane interested himself

in the musical profession and in the following seasons he brought out or starred such artists as Ysaye, Pugno, Gerardy, Hambourg, Lachaume, Verlet, Marteau, Petschnikoff, Sauer, Paur, Maurel, Elsa Ruegger and lesser lights of the musical world, besides forming and managing such an organization as the Paur Symphony Orchestra, of ninety musicians. Among the greatest artistic successes of his managerial career were the concerts of the quintet composed of Ysaye, Marteau, Bendix, Gerardy and Lachaume, a decided triumph. From a modest beginning, in 1893, Mr. Thrane gained international prominence and a reputation enjoyed by but few men in that field.

It was with considerable regret that Mr. Thrane decided to sever his connection with the concert world and engage in the timber land business. In 1900 he became junior member of the firm of J. D. Lacey & Co., a concern whose name is known throughout lumberdom. He proved as enterprising and capable in the new connection as in the business he deserted. He displayed his executive ability in the conduct of the firm's affairs and quickly assumed a leading part in its management. Within the last few years the estimating and cruising of timber lands has been largely in Mr. Thrane's hands. In 1905 the firm estimated practically 5,500,000 acres, and in the same year did a business in volume approximating \$10,000,000. With the immense growth in the lumber industry on the Pacific Coast Mr. Thrane will devote much of his time to looking after the interests of the firm in that section.

Mr. Thrane married Miss Lotta Louise Lacey, only daughter of J. D. Lacey, October 26, 1898, at Grand Rapids, Michigan. Mr. and Mrs. Thrane make their home in the summer at Chicago, and in the winter at New Orleans, Louisiana. Their home in the South is most attractive, and the artistic tastes of both are expressed in the paintings, library and furnishings. Mr. Thrane has a decidedly catholic literary taste and spends much of his leisure time in reading. While he cannot be said to have any hobbies, he is fond of communion with nature, and with his gun and dogs, or rod and fly, or

kodak, he finds health-giving pleasure. His companion in these pastimes is his wife, who enjoys the delights of open air freedom with all the zest of a true sportswoman.

The artistic temperament of Mr. Thrane was undoubtedly inherited from Waldemar Thrane (1790-1828), the noted Norwegian composer of dramatic music, violinist and conductor, who was Marcus Thrane's uncle. Mr. Thrane is a violinist of some skill and prizes very highly a Guarnerius, 1734, instrument in his possession. Mrs. Thrane has a fine soprano voice, and they are frequent attendants to higher class theatrical and musical productions. Mr. Thrane's whole family is musical. A brother, Marcus, a prominent surgeon of Madison, Minnesota, plays the flute; Robert Thrane is a 'cellist widely known in musical circles, and Lucile Thrane, a sister, is studying the violin under Old World masters. Two other sisters are Irma, wife of August Schmetz, of Aix la Chapelle, Germany, an excellent pianist, and Ella, wife of Eduard Vacquary, of Vienna, Austria, a vocalist. A younger brother, Arthur, a cruiser for J. D. Lacey & Co., is gifted musically.

Mr. Thrane holds membership in the Country Club, Pickwick Club and Louisiana Club, of New Orleans, and the Chicago Athletic Association, Midlothian Country Club, Municipal Art League, Art Institute of Chicago, South Shore Country Club and the Chicago Fly Casting Club, of Chicago. He is a member of the famous Lotos Club of New York, also of the Blue Andalusian Club of America, and conducts a poultry farm near New Orleans, where he has bred many prize-winning Andalusians and other varieties of poultry. He is a Knight of Pythias, a Republican in politics and takes a deep interest in better government movements.

More than ordinarily observant, Mr. Thrane gets more out of his travels than the average man. In the woods, afield, or in the streets of a city he mentally pictures the ever changing scenes for the delectation of friends. He has traveled extensively, both at home and abroad, and as a clever amateur photographer he has many remembrances of these trips.



William H. White

A remarkable example of untiring perseverance and of Boyer's industry was born in the town of South Arm, Michigan, April 12, 1852. He secured his education in the common schools of his native town.

Mr. White first engaged in the lumber industry, his first venture being in 1875, getting out cottonwood stave bolts for a Buffalo firm. It was not a profitable venture, for when he had completed the contract for 7,000 cords, he found himself \$2,000 in debt. He then worked as woods and mill foreman for three years, in the autumn of each year running a steam thresher, and, by dint of hard labor, he paid his creditors in full.

Journeying to South Arm, Michigan, in 1881, he assumed charge of a sawmill and lumbering operations for John McNamee. The following year he met another man, who was the owner of the company for which he worked and which was then about \$500 in earnings. He secured \$450 worth of merchandise from its general store and put it in a warehouse. He was placed in charge of the business by the owner and wound up the affairs of the company in January, 1883. When the merchandise out of storage, he shipped it to Boyer's and formed a partnership with K. B. Newville, who had been the owner for the South Arm company. The other man was a partner of and, with a capital of \$1,000, they commenced to handle lumber. Later, it began to lumber, handicapped by a debt of \$500 acquired in the lumber business.

In the fall of 1884, he and his partner got a contract from a Detroit firm for a lot of hardwood lumber,

WILLIAM H. WHITE



WILLIAM H. WHITE

William H. White

A remarkable example of the power of fixed purpose and untiring perseverance is found in the life of William H. White, of Boyne, commonly known as Boyne City, Michigan. He was born at Owen Sound, Ontario, Canada, April 12, 1859, of Scotch Irish parents. It was there that he secured his education in the public schools, and grew to manhood.

Mr. White has always been identified with the lumber industry, his first venture being in Essex, Ontario, getting out cottonwood stave bolts for a Buffalo firm. It was not a profitable venture, for when he had completed the contract for 7,000 cords, he found himself \$2,000 in debt. He then worked as woods and mill foreman for three years, in the autumn of each year running a steam thresher, and, by dint of hard labor, he paid his creditors in full.

Journeying to South Arm, Michigan, in 1881, he assumed charge of a sawmill and lumbering operations for John Monroe, Senior, and in the fall of the following year he met another reverse by the failure of the company for which he worked and which owed him about \$600 in earnings. He secured \$450 worth of merchandise from its general store and put it in a warehouse. He was placed in charge of the business by the assignee and wound up the affairs of the company in January, 1883. Taking the merchandise out of storage, he shipped it to Boyne City and formed a partnership with R. E. Newdille, who had been bookkeeper for the South Arm concern. The merchandise was disposed of and, with a capital of about \$900, the firm started in the broom handle business. Later, it began manufacturing lumber, handicapped by a debt of \$600 acquired in the broom handle business.

In the fall of 1884 Mr. White and his partner got a contract from a Detroit firm for 500,000 feet of hardwood lumber,

all firsts and seconds, for low grades were of difficult sale in those days. C. J. Lloyd, of Detroit, furnished the money to fill the contract for \$2 a thousand feet, and, convinced that Mr. White could make lumber, he gave the partners, in 1885, a better contract for 1,000,000 feet. Mr. White bought the interest of Mr. Newdille and continued the business alone. He next entered into partnership with Robert R. Perkins and they cut 2,800,000 feet of different woods. In the fall Mr. White secured the interest of his partner and during the next year cut 2,300,000 feet.

It was in the autumn of 1886 that Mr. White began in good earnest to manufacture lumber, having bought what was then known as the Sheboygan mill, owned by the Bank of Sheboygan, Sheboygan, Wisconsin. He paid \$6,000 for the mill and 240 acres of timbered land, paying \$250 down and getting two years' time on the balance. He received a contract from the Sheboygan Chair Company to furnish 2,000,000 feet of hardwoods for two years, the company to have a controlling interest in the factory. Mr. White paid for the mill and land out of the profit of the contract and brought the deed home the second year. He continued the mill another year alone and then sold a quarter interest to his brother, James A. White, the firm being known as William H. White & Co. Two years later a quarter interest in the business was sold to two other brothers, Thomas and George W. White.

When Mr. White and his brothers began to experience difficulty in getting logs from the farmers they organized the Boyne City & Southeastern Railroad Company and built eight miles of railroad during the summer of 1893. Since then the road has been extended fifty miles into the forest. In 1894 the steamer *Desmond* was bought to carry the lumber from the mill to market, though this vessel subsequently was sold and the steamer *M. C. Neff* was secured and kept in the trade for about three years. With the increase in the volume of business the carrying capacity of the *Neff* became too small and she was replaced by the steamer *John S. Spry*, which was re-

named the *Three Brothers* and put into service between Boyne City and the yard at Tonawanda, New York, which was established in 1901. The *Three Brothers* was remodeled in 1903 and her capacity increased, so that she now carries from 560,000 to 600,000 feet of maple, or 850,000 to 900,000 feet of hemlock. The business has been growing steadily in one direction for twenty years. None other than the Whites has invested a dollar in the enterprise. The concern started in 1885 cutting 500,000 feet of lumber a year, and in 1905 its output had reached 30,000,000 feet of lumber, 25,000,000 shingles and 100,000 railroad ties. The Boyne City Chemical Company takes all the cordwood from the White lands, and after the logs are cut the wood is sold.

In July, 1902, Mr. White and his brothers organized the Boyne City Lumber Company, a corporation capitalized at \$500,000. Fifteen thousand acres of hardwood timber lands were bought from the Ward estate, east of the White holdings between the Grand Rapids & Indiana and Michigan Central railroads. Two double cutting band mills and a resaw were put in the new mill, which has an annual capacity of about 20,000,000 feet.

The White concern has a two-thirds interest in the Elm Cooperage Company's plant, which cuts about 6,000,000 feet of logs into hoops and staves each year. The output of lumber of the White mill plants at Boyne City is 30,000,000 feet of hardwood and hemlock lumber from the W. H. White Company mill, 20,000,000 feet of hardwood and hemlock from the Boyne City Lumber Company mill and 5,000,000 feet of hardwood logs from the Elm Cooperage Company plant, besides 50,000,000 shingles. The company owns 50,000 acres of hardwood timber lands, and that stumpage, together with what it is buying each year, will make about thirty years' cutting.

The firm of William H. White & Co. was incorporated as the W. H. White Company, December 1, 1905, with a capital of \$1,200,000, all paid in. The stockholders of the company

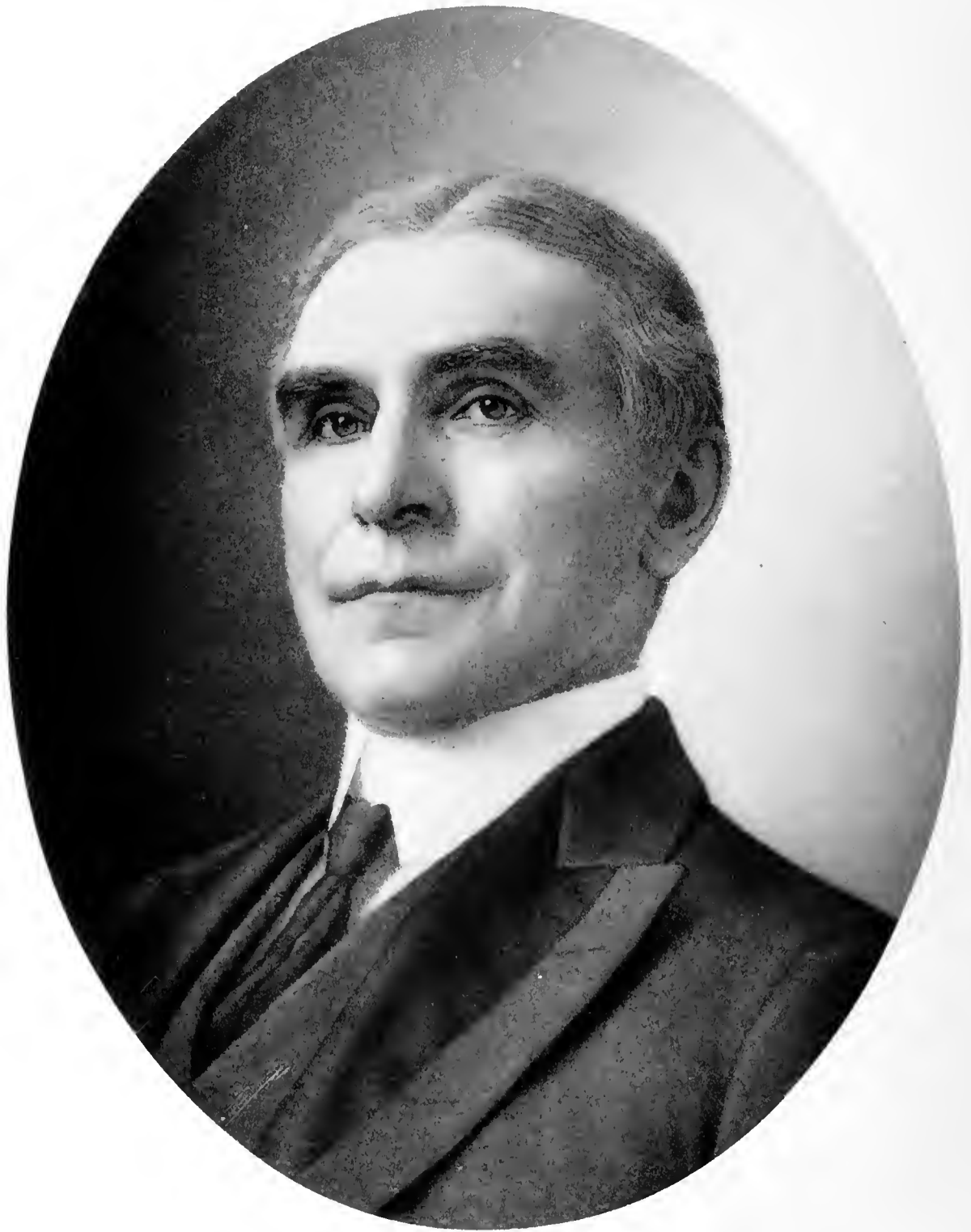
are mainly the brothers, who were copartners in the old firm, the exceptions being some of the old employees who were presented with stock. The officers of the company are William H. White, president; James A. White, first vice president; Thomas White, second vice president and treasurer, and William L. Martin, secretary.

Mr. White, besides being president and general manager of the W. H. White Company, is president and general manager of the Boyne City Lumber Company; president and general manager of the Boyne City & Southeastern Railroad Company; president of the Boyne City State Bank; first vice president of the Boyne City Chemical Company; secretary of the Elm Cooperage Company; treasurer of the Michigan Maple Company, which enterprise was started March 14, 1901; president of the Boyne City Board of Trade, and president of the Beulah Farm for Boys, at Boyne City.

Mr. White married Miss Abigail Wigle, of Kingsville, Ontario, June 23, 1879. Two children were born to them, Pearl E. White and Lysle H. White. Mrs. White died in 1889, and in 1899 he married Miss M. Louise Reeder, of Lake City, Michigan.

Mr. White is a member of the Boyne City Methodist Episcopal Church, being one of the official board and active in planning its business affairs; but he finds his greatest enjoyment in life with his home and his family after business hours.







ARTHUR HILL

Arthur Hill

If any man truthfully may claim to know his native state it is the man who has learned that state "by heart"—who has tramped through her forests, slept under her skies and drunk from the sources of her rivers. Such a contact with his commonwealth gives a man knowledge of her resources and beauties and characteristics that all the written authorities never could afford him, and inspires in his bosom a patriotic devotion that mere residence never could create. And that is how Arthur Hill, of Saginaw, knows his native State of Michigan. For seven years, as a landlooker, he tramped through the timbered counties of Michigan, much more numerous in those days than now. He learned not only the typography of his native State; he also laid the foundations of his character and his career, the one as high as the other has been conspicuously successful.

Arthur Hill was born at St. Clair, Michigan, in 1848. His grandfather was Daniel Hill, a soldier in the American army that General Hull surrendered to the British at Detroit in 1812, but who escaped in time to join Commodore Perry's fleet. His widow, after his death in 1826, secured 160 acres near St. Clair on a military land warrant, of which forty acres was later inherited by her son, James H. Hill. He traded it for a lumber scow and moved to St. Clair, where Arthur Hill was born. After sailing a number of summers and lumbering the accompanying winters, the elder Hill was attracted to Saginaw by its great resources, and moved there in 1856. He began the operation of a small sawmill, and there Arthur Hill secured his first hard training as a lumberman, sorting and jacking logs and later measuring the lumber. Through the influence of his teacher at the Union School, whose memory he has since perpetuated with a scholarship at the great State

university, his father was induced to give him a college education, and he graduated from the University of Michigan as a civil engineer.

After a year of railroad surveying in Minnesota, following his graduation, he returned to Michigan and became a land-looker, estimating forties on fees or shares. In this capacity he tramped over a large part of the State with his pack on his back, fording rivers and enduring all the hardships and privations that such a life entails. For seven years he followed this work, and nothing but a strong physique and an indomitable spirit carried him through. It was a hard training, but a good one, for it not only helped to shape his character, but to equip him with knowledge which proved useful in after years.

After this experience the firm of Hill Bros. was formed, with Wilbur H. Hill as the senior member. It continued in the lumber business until its holdings on the Saginaw River were exhausted and its operations had been extended to Chippewa, Delta, Marquette, Mackinac and Menominee counties in the upper peninsula of Michigan. In the meantime, on the death of the senior member, the firm name was changed to Arthur Hill & Co., Limited.

Mr. Hill was interested in the Cranberry Lumber Company, which operated at Duluth, Minnesota, for a number of years. Arthur Hill & Co. also bought on Georgian Bay 300,000,000 feet of timber, a part of which was manufactured into lumber at Midland, Ontario, and the rest sold later to resident purchasers.

With the late Eldridge M. Fowler and Edwin C. Whitney, now of Ottawa, Ontario, Mr. Hill organized the St. Anthony Lumber Company in Minnesota, a concern which operated there for several years, cutting 30,000,000 to 40,000,000 feet a year. This company secured control of the booms on the Mississippi River at Minneapolis and St. Paul, and sold out its holdings there to the Weyerhaeuser syndicate for over \$2,000,000 in 1893. In the meantime it had purchased a tract of about 600,000,000 feet of timber 145 miles northwest of

Ottawa, where the company erected a large sawmill plant which is still operating. Mr. Hill is president of the company. Mr. E. C. Whitney, the resident partner and manager, is a brother of the Hon. J. P. Whitney, premier of Ontario.

During this time the company had been securing timber on the Pacific Coast, and, in connection with his associate, Mr. Fowler, and others, Mr. Hill organized a company known as the Madera Sugar Pine Company, of which he is president. A large sawmill plant was erected, with a flume nearly sixty miles long, which conveys the cut of the mill to Madera, California, on the Southern Pacific Railroad. This plant has an output of between 30,000,000 and 40,000,000 feet a year.

In 1904, together with the Blodgetts, the Danahers and others, Mr. Hill purchased an interest in the Booth-Kelly Lumber Company, of Eugene, Oregon. This is said to be the largest operating plant in Oregon, and the company is estimated to hold not less than 4,000,000,000 feet of timber.

About 1890 the Saginaw Steel Steamship Company was formed, and built at the Wheeler shipyards at Bay City, Michigan, two ships, the *Mackinac* and *Keweenaw*, which were taken to the seaboard and engaged in ocean commerce. Arthur Hill & Co. owned the majority of the stock in this line, Mr. Hill being president and James Jerome, general manager. The *Keweenaw* was lost at sea with all on board. Meantime, there had been additions to the fleet—the ships *Leelenaw*, *Mattewan* and *Argyle*—which ships were later turned over with others to the Michigan Steamship Company, a new corporation, which is still engaged in the shipping business under the same officers and management. There was also merged into the Michigan Steamship Company the Progreso Steamship Company, which Mr. Hill and his associates controlled. The ships of the line have run to Alaska on the north and Panama on the south, and, during the Spanish War and the “Boxer” troubles, to the Philippines and to China, carrying horses and supplies for the Government. Four of them were transformed into oil carriers, three being engaged

in transporting oil from Texas to New York and Philadelphia and one from San Francisco to Honolulu. The Michigan Steamship Company in 1906 sold a portion of its fleet to the Union Oil Company, of California, and with that company organized the United Steamship Company, to engage in the oil-carrying business. The United Steamship Company, of which Mr. Hill is president, bought the steamers *Minnetonka* and *Minnewaska* from the American Shipbuilding Company early in 1906, and they were converted at the Newport News shipyards into oil carriers. Each of these steamers cost the American Shipbuilding Company \$400,000 and each has a dead weight capacity of over 7,000 tons. The Union Oil Company is constructing a pipe line across the Isthmus of Panama for the transportation of oil from California to New York by steamers.

Mr. Hill has various interests in the Saginaw Valley, as well as mining interests in the West and timber holdings in various parts of the country. He has never aspired to possess an enormous fortune, but has always given himself leisure to travel, to study and to discharge such public duties as came to him. He served three years as mayor of old Saginaw prior to the consolidation of Saginaw City and East Saginaw, and performed the duties with fidelity. He holds the office of regent of the University of Michigan, to which he was appointed by former Governor A. T. Bliss, to fill the vacancy occasioned by the death of Regent Crocker in 1901. Mr. Hill was reëlected to a full term of eight years in April, 1905. He feels a just pride in his alma mater and has rarely missed one of her commencements. He has given the university and its needs careful attention as regent and is regarded as one of the most useful members of the board of regents.

It will thus be seen that Mr. Hill's career has been one of activity from the time that he first associated himself with the lumber business as a sawmill hand. All of his energies, however, have not been confined to his own interests and many others have profited by his ability. The public also has had his services in high office, which have ever been satisfactory.



Lorenzo Leadbetter

In a modest way Lorenzo Leadbetter, born on the north bank of the Saginaw River, a few miles in the lumber woods of the Wolverine State, Lorenzo Leadbetter, a pioneer in two great lumbering sections of the United States, was born. His early activities were confined to the spruce forests of his native State, but, as the fame of the white pine of Michigan grew apace, he forsook the scenes of his first efforts to win a name and fortune in the Wolverine State. Death cut short his career as he neared the zenith of his success, but the family name is given additional luster by a member of another generation, who is widely known by reason of his operations on the Pacific Coast.

Lorenzo Leadbetter possessed many of the sterling virtues of his Puritan forbears, though he was not of the forbidding, narrow minded type. Huge of frame, made strong in body by a life spent in the open air, he had a smiling, hospitable manner that made acquaintances his friends; yet, withal, he had a resolute mind and a will that brooked no interference. Few men were more loved in Maine than he, but scores of the early settlers in the Saginaw Valley recall his name and enterprise.

Lorenzo Leadbetter was the son of Samuel Leadbetter and Betsy (Parker) Leadbetter. He was born in the home made by his father at Leeds, Maine, March 8, 1809. His ancestors were among the first settlers of Dorchester, Massachusetts, and the name of Leadbetter is frequently met with in the New England records. Increase Leadbetter, Lorenzo Leadbetter's grandfather, was a lieutenant of Vinal Haven, Maine, who carried for a season in the ranks of the patriots during the Revolutionary War. He was captured during an engagement and suffered imprisonment in the fortress at Halifax for



LORENZO LEADBETTER

Lorenzo Leadbetter

In a modest dwelling in Leeds, Maine, standing on the north bank of the Androscoggin River, a stream famous in the lumber annals of the Border State, Lorenzo Leadbetter, a pioneer of two great lumbering sections of the United States, was born. His early activities were confined to the spruce forests of his native State, but, as the fame of the white pine of Michigan grew apace, he forsook the scenes of his first efforts to win a name and fortune in the Wolverine State. Death cut short his career as he neared the zenith of his success, but the family name is given additional luster by a member of another generation, who is widely known by reason of his operations on the Pacific Coast.

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Lorenzo Leadbetter was the son of Samuel Leadbetter and Betsy (Parcher) Leadbetter. He was born in the home made by his father at Leeds, Maine, March 8, 1809. His ancestors were among the early settlers of Dorchester, Massachusetts, and the name of Leadbetter is frequently met with in the New England states. Increase Leadbetter, Lorenzo Leadbetter's grandfather, was a resident of Vinal Haven, Maine, who carried his flint-lock in the ranks of the patriots during the Revolutionary War. He was captured during an engagement and suffered imprisonment in the fortress at Halifax for

more than a year. Some of his martial spirit was inherited by Lorenzo Leadbetter, who in his later career proved a disciplinarian with his employees and demanded punctuality and exactness from those with whom he had business dealings.

At Leeds, at the period of Mr. Leadbetter's boyhood, was a common school supported by the community and conducted with the purpose of instilling in the minds of the young the rudiments of an education within the shortest possible time. In those days it was the custom to put the sons of a family to work almost before they were youths, a brief schooling, three or four short winter terms, being considered sufficient for a pupil to acquire enough learning to carry him successfully through life's battles to the goal of success. Young Leadbetter was sent to this common school by his parents and he was no better equipped mentally than were the sons of other families of the neighborhood.

The poorly-educated, youthful Leadbetter started in to earn his own living at the age of fourteen years. He had little choice in the matter of a vocation because of the few industries which thrived in that section. From babyhood he had been familiar with the rafting of sawlogs down the Androscoggin River, whose waters were plainly visible from the house in which he was born. Perhaps it was this oft-repeated picture that led him to seek work in a sawmill located a short distance from Leeds on the Androscoggin River. He was given employment hustling slabs, wheeling sawdust and other duties of a humble nature for which he was paid an insignificant sum of money. It was in this old mill that he got his first taste of sawmilling and formed the decision to engage in the business for himself.

From a helper about the mill the youth developed into a raftsman and, with his brother, Horace Leadbetter, began driving logs from the upper waters of the Androscoggin to the mills situated along its banks toward the mouth of the river. He followed this occupation for several years before he determined to venture farther north to the Penobscot

River, where vast forests of pine and spruce were being opened up. He was about eighteen years of age when he and his brother went to Oldtown, Penobscot County, where he took up rafting. He was shrewd beyond his years and it was not long before he engaged in logging and driving on his own account. Before he had reached manhood Lorenzo Leadbetter and his brother had extended their operations widely. They built up an extensive business, Lorenzo Leadbetter looking more after the driving and its details while Horace Leadbetter, known throughout the section as one of the strongest and hardest of men, took charge of the various camps established by the enterprising partners.

In the early '50's tidings of the immense extent of valuable timber lands to be found in Michigan excited the curiosity of Mr. Leadbetter. He was justly proud of what he had accomplished in his native State, but he longed to begin anew on a larger scale where existed the chance of making a success such as seemed impracticable in the narrow confines of the lumber industry of Maine. He had been thrifty during his career and had saved a considerable sum of money. Leaving his brother to carry on the business at Oldtown, Mr. Leadbetter started West for the new lumber country. He had closed out all his interests in Maine and he had this money to invest in timber. He reached East Saginaw in 1856 and determined to make his headquarters there.

From the time of his arrival in Michigan Mr. Leadbetter began the investment of his capital in white pine timber lands. His experience in Maine had fitted him well to select good timber and he acquired title to some of the best. By 1860 these holdings reached a total of 10,000 acres, principally located in Saginaw and Gladwin counties. He built a saw-mill on the Saginaw River within a couple of years after reaching that region and this was supplemented in later years by another mill, the two plants representing a large investment. The business was carried on under his own name, and, gradually, he became a factor in the production of white pine lum-

ber in the Saginaw district. He also owned salt wells, in which industry many other lumbermen had engaged. Unfortunately, just as all his interests were at the stage of their highest development and he was apparently destined to win a fortune as the result of his energy and enterprise, Mr. Leadbetter was stricken with an illness, in 1865, from which he never recovered. His large holdings of timber and his manufacturing business were dissipated in the litigation of his children. The shattered business was continued by his eldest son, Alvah Leadbetter, until he, also, was called to an early death. Mr. Leadbetter was twice married, his first wife was Mary Shaw, of Oldtown, Maine, whom he married in 1835. Two children, Alvah J. and Laura Leadbetter, both of whom are deceased, were born of this marriage. His second wife was Rebecca H. Robinson, their wedding having occurred at Detroit, Michigan, in 1858. Two children came of this latter union—Herbert and Lorena Leadbetter. The widow and Herbert Leadbetter reside in Boston, Massachusetts, where the son holds a position of trust. The grandson of Horace Leadbetter, the brother and early business associate of Lorenzo Leadbetter, is F. W. Leadbetter, of Portland, Oregon, who is one of the largest operators on the Coast.

Mr. Leadbetter was affiliated with the Congregational Church. In politics he was a Whig, joining the Republican party upon its birth. He took an interest in the politics of the Wolverine State and served as an alderman of East Saginaw, declining higher offices tendered him.





Thomas Friant

The title of *Lumberman* is one that may well be borne proudly by the individual who has sought out the forest, estimated the timber in the forest, has directed the camp in which it is felled, the drive by which it is brought to the mill, its manufacture into boards and its final disposition to the world through the medium of the business office. The title of lumberman thus bestowed in its fullest sense fits no man more properly than it does Thomas Friant, of Grand Rapids, Michigan.

Mr. Friant was born February 16, 1840, on a farm near Plainfield, Kent County, eight miles northeast of Grand Rapids, and was the son of a lumberman. His father, Cornelius Friant, besides tilling the farm, also operated several water mills on the Rogue River, and a sturdy pioneer he was. He was born in New York State in 1803, and helped to build the *Western Union* of New York. He went West in 1837 and settled in Michigan, shortly thereafter building mills near the mouth of the Saginaw River.

In this environment Mr. Friant had much to do with shaping his early years. Thomas Friant remained until he was seventeen years of age, receiving his education in the district school. That was in 1857. In 1858 and 1859 he was bookkeeper for the firm of Hopkins & Friant, composed of John W. Hopkins and his older brother George W. Friant, doing a forwarding and commission business at Grand Haven, Michigan. His salary was \$24 a month, which seems small in the light of later events, but it was then that he learned to inspect and tally lumber. An offer of \$60 a month in 1860



THOMAS FRIANT

Thomas Friant

The title of "lumberman," one that may well be borne proudly, falls most properly on the shoulders of the individual who has been a lumberman from forest to market, who has participated in all the changes and processes that the wood of commercial use undergoes from growth to final utilization. A lumberman indeed is the man who has sought out and estimated the timber in the forest, has directed the camp in which it is felled, the drive by which it is brought to the mill, its manufacture into boards and its final disposition to the world through the medium of the business office. The title of lumberman thus bestowed in its fullest sense fits no man more properly than it does Thomas Friant, of Grand Rapids, Michigan.

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In this environment, which undoubtedly had much to do with shaping his later career, Thomas Friant remained until he was seventeen years of age, securing his education in the district school. That was in 1857. In 1858 and 1859 he was bookkeeper for the firm of Hopkins & Friant, composed of John W. Hopkins and his older brother, George W. Friant, doing a forwarding and commission business at Grand Haven, Michigan. His salary was \$25 a month, which seems small in the light of later events, but it was then that he learned to inspect and tally lumber. An offer of \$80 a month in 1860

tempted him to enter the employ of Galen Eastman, a vessel owner, with whom he remained one season. For a time thereafter he bought shingles for a Chicago firm.

In 1861 and the two following years Mr. Friant was a pharmacist at the old home at Plainfield. In 1864 he became a lumber inspector in the employ of Gilbert Young. In 1865 he was in charge of the books of Nelson Comstock & Co., of Grand Rapids, furniture manufacturers. In the spring of 1866 he became bookkeeper for the firm of Comstock & Waters, composed of C. C. Comstock and Harry Waters.

Mr. Friant at this time approached the important point in his career when his association with T. Stewart White, a partnership which existed for forty years, began. Mr. White was engaged in government work at Grand Haven, and, when Mr. Friant desired in 1868 to bid for the contract for driving the Grand River logs and assorting and delivering them, he formed a partnership with Mr. White under the name of White, Friant & Co. They were very successful and in 1869 the firm became White & Friant, taking a two years' contract for driving the Grand. After that a contract was not considered necessary. For twenty-five years that firm had charge of the movement of logs on the Grand River, until the end of the industry in that region.

Mr. White and Mr. Friant realized some profit from their river operations and they began putting their money into pine land on the Rogue and Flat rivers. Their first large purchase was that of the Sands tract on the Flat River, for which they paid \$105,000 on November 30, 1877.

In 1877, in partnership with John Rugee, of Milwaukee, Wisconsin, the firm of John Rugee & Co. was formed, but within a year the name was changed to White, Friant & Co. The Seymour mill at Nortonville, near Springlake, Michigan, was rebuilt and equipped with a gang and two circulars, its capacity being increased to 200,000 feet a day. There the Sands timber was manufactured.

In 1885 the White & Friant Lumber Company, composed

of Messrs. White, Friant and Rugee, engaged in the manufacture of lumber in Menominee, Michigan, where they had acquired timber interests. These operations continued about eight years. During this period they were also interested in minor hardwood manufacturing operations at Grand Haven.

In the late '80's Mr. Friant, in partnership with Mr. White and Francis Letellier, under the firm name of White, Friant & Letellier, for the first time began the operation of a railroad mill. It was located at Leroy, Michigan, and was a band and circular mill of 125,000 daily capacity. These operations continued five years. Messrs. White and Friant were also for a time interested with Mr. Letellier in an interior finish mill on Canal Street, Grand Rapids, which Mr. Letellier is still operating.

In the early '90's White, Friant & Co. purchased a double band mill, a circular mill and a shingle mill at Manistee, Michigan. After eight years of operation these mills were sold to the Filer interests.

Mr. Friant's last mill operations in Michigan followed the purchase of the Delta Lumber Company mill at Thompson, six miles from Manistique, where a mill, equipped with band, circular and gang and having a capacity of 25,000,000 feet a year, was operated until 1894 under the personal supervision of Mr. Friant, who lived there during that period. This concern was known as the F. & F. Lumber Company and included P. C. Fuller, of Grand Rapids.

Back in the '80's Mr. Friant and his partners had begun to purchase sugar pine in California and at that time he visited that region, putting in a year on horseback and afoot in looking at the timber. These Michigan men are said to have been the first eastern investors in that kind of stumpage. In partnership with J. D. Lacey and Mr. White, Mr. Friant is a heavy holder of Louisiana cypress and is a partner in the Tensas-Delta Lumber Company, of Chicago, which owns considerable Louisiana hardwood.

Of the personal side of Mr. Friant's character much might

be written. It would be difficult to find a more delightful gentleman or a truer friend. His genial personality is exhibited unconsciously in his almost every act and word. There is enough sunshine in the man for himself and for all with whom he comes in contact. When he approaches, sorrow disappears and dull care takes to the woods.

Some theosophic friend once asked Mr. Friant what he would like to be in his future state, and he promptly replied that he would rather be a lumberman than anything else. It is a pleasing thing when a man is thus content with the work that has been his life occupation. Mr. Friant did not express a desire to be a lumberman in some future world because he had found lumbering an easy business. He has experienced all its hard knocks. When his firm has bought timber he has gone over it himself in caulked boots so that he might know just what the timber was and what it was worth. In the woods, in the mill and in the office he has courted rather than shirked hard work. He has been a lumberman in the truest sense, and it is a pleasing tribute to the industry that this man, who has seen all its ups and downs, experienced all its joys and sorrows, should still put it above all other occupations. It is evidence, also, that he has been a lumberman because he loved the business, and the fact that his heart was in the work may be considered the best explanation of the success he has attained.

Mr. Friant is married and lives in a beautiful home at the corner of Cherry and Union streets, in Grand Rapids. He is a member of DeWitt Clinton Consistory, Scottish Rite Masons, and DeMolai Commandery, Knights Templar. His social connections are with the Peninsular Club and the Kent Country Club.



Wood Beal

Allied with the lumbering industry is a line of business that does much to bridge the gap between capital and production. It is the industry in which the working parts of the industry are able to secure ready and expert manufacture. In one phase it involves the putting of rough lumber into workable shape of timber properties, in another it means the provision of capital for operation. At the head of this line of business in this country stands the firm of James D. Lacey & Co., of Chicago and New Orleans, in which Wood Beal, a partner, is an enterprising and aggressive factor.

Wood Beal comes from Dutch Huguenot stock, the earliest of the family in this country having settled in the Mohawk Valley more than 200 years ago. And in that ancestry were many who were identified with the timber or lumber business, or related to it. His maternal grandfather, Sarel Wood, was engaged in lumbering in the Adirondack country in New York State, and was acquainted with the Hon. J. R. Easton, of Davenport, Iowa. Later, Mr. Wood migrated to Grand Rapids with the first of the lumbermen, and was one of the pioneers in the industry in the lower peninsula. Wood Beal is the son of William Henry Wood, and was born in Grand Rapids, Michigan.

His father was a student at Union College, New York, when the Civil War began, and he served in the ranks of the Federal army, returning after his term of service to complete his course. After receiving his diploma Mr. Beal, Senior, went to Grand Rapids, Michigan, where he became superintendent of the public schools, though retaining the position in a short time.



WOOD BEAL

Wood Beal

Allied with the lumber industry of the country is a certain line of business that may aptly be styled the connecting link between capital and production. It is the medium whereby the working units of the industry are able to secure timber and organize manufacture. In one phase it involves the purchase and consolidation into workable shape of timber properties; in another it means the provision of capital for operation. At the head of this line of business in this country stands the firm of James D. Lacey & Co., of Chicago and New Orleans, in which Wood Beal, a partner, is an enterprising and aggressive factor.

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His father was a student at Union College, Schenectady, New York, when the Civil War began, and left his studies to serve in the ranks of the Federal army, returning to college after his term of service to complete his course. Upon receiving his diploma Mr. Beal, Senior, went to Grand Rapids, Michigan, where he became superintendent of the public schools, though resigning the position in a short time to form

a connection with the Berkey & Gay Furniture Company. Subsequently, he made his home in New York, where he lived until his death in 1896.

Perhaps the chief characteristic of Wood Beal as a boy was his energy. He exhibited this trait while a pupil in the public school of his native city, though it is not unfair to admit that he was not the most studious of his class. He possessed too much energy, which might better be described as an abundance of animal spirits, to become a bookworm. He had no capital, nor did anyone display more than a passing interest in the youth after he had left school. He entered the employ of Robinson & Lacey, of Grand Rapids, Michigan, the predecessors of the firm of James D. Lacey & Co. of today, in which business he is a partner, as an office boy in 1889. It is not recorded that the youth was more attentive to his duties than the average person filling a similar position, but succeeding events indicate that he took more than a passing interest in the business of his employers. When the firm of Robinson & Lacey was dissolved, in October, 1892, through the withdrawal of Mr. Robinson, J. D. Lacey continued the business under his own name, establishing headquarters at New Orleans, Louisiana. Mr. Beal remained with Mr. Lacey as a clerk.

In the earlier stages of his work he took a course at a business college to fit himself for more responsible duties, and in actual work he readily learned, in all its phases, the business of buying and selling timber, and the intricacies of timber titles. The period between 1893 and 1898 was one of general business depression throughout the country, but the young clerk, realizing the future possibilities of the line in which he had engaged, did not turn to something else. Briefly, it may be said of him that he made his services indispensable to Mr. Lacey, and, as a reward for this faithfulness, he was admitted to a partnership in the business upon the formation of James D. Lacey & Co., in 1898. Besides Mr. Lacey and Mr. Beal, Victor Thrane is a partner in the business.

During the years since Mr. Beal became interested in the business of James D. Lacey & Co., the firm's operations have become the most extensive of any of its line in the world. The volume of business transacted in 1905 reached the total of \$10,000,000. The operations are not limited by the bounds of any state or section of the country, but supply the needs of the lumberman of the North, the South, the East and the West, and of Canada. The firm owns timber in its own name in Louisiana, Alabama, Florida, North Carolina, Washington, Province of Quebec and British Columbia.

Primarily, the business carried on is the buying and selling of standing timber and timber lands on commission and also embraces purchases made on account, as well as estimating timber and furnishing opinions as to its value. The firm, through its steadfast integrity and its highly specialized ability, has made its name familiar throughout the country, and financial institutions of every class, furnishing money for timber investment and backing lumber companies and timber holders, are governed largely by the estimates and expert opinions supplied by James D. Lacey & Co. Mr. Beal is Mr. Lacey's lieutenant, and for one of his age he has had a larger experience in estimating and demonstrating the value and contents of a given area of forest than any one else, perhaps, in the United States.

While devoting most of his energy to the business of the firm of James D. Lacey & Co., Mr. Beal has other interests to occupy part of his time. He is secretary of the Tensas Delta Land Company, Limited, which position he has filled since the concern was organized in October, 1898, and also is secretary of the Southern Cypress Company, organized in 1897. Within the last year Mr. Beal has given considerable attention to the affairs of the Pigeon River Lumber Company, in which James D. Lacey & Co. are largely interested. The company will operate on a boundary of hemlock, spruce, poplar and oak, of which it is estimated the concern has about 900,000,000 feet. The company has a double band sawmill at Mount Sterling,

North Carolina, on the Tennessee & North Carolina Railroad, and this mill has a cutting capacity of 30,000,000 feet a year. Mr. Beal is secretary of this company and has much to do with the details of its affairs.

Mr. Beal married Miss Ellen Nutt, a daughter of Austin Nutt, of Virginia, at New Orleans, April 27, 1898. To the couple has been born one son—James Lacey Beal, now in his eighth year.

Mr. Beal, personally, has no church connections, but through family relations is identified with the Protestant Episcopal Church. He is a member of the Kent Country Club, of Grand Rapids, Michigan; the Midlothian Club, of Chicago, and the Pickwick, Louisiana and Country clubs, of New Orleans. Mr. Beal is proud of his native city, Grand Rapids, which he still considers his home, though, owing to the location of his business interests, he is not able to spend much of his time there. While he is there each year, he makes New Orleans his winter headquarters, and in the summer time he goes North so as to be in touch with the Chicago office. The growing timber interests on the Pacific Coast have taken Mr. Beal to that section of the country each summer, and he has an intimate acquaintance with hundreds of lumbermen in that vast region.



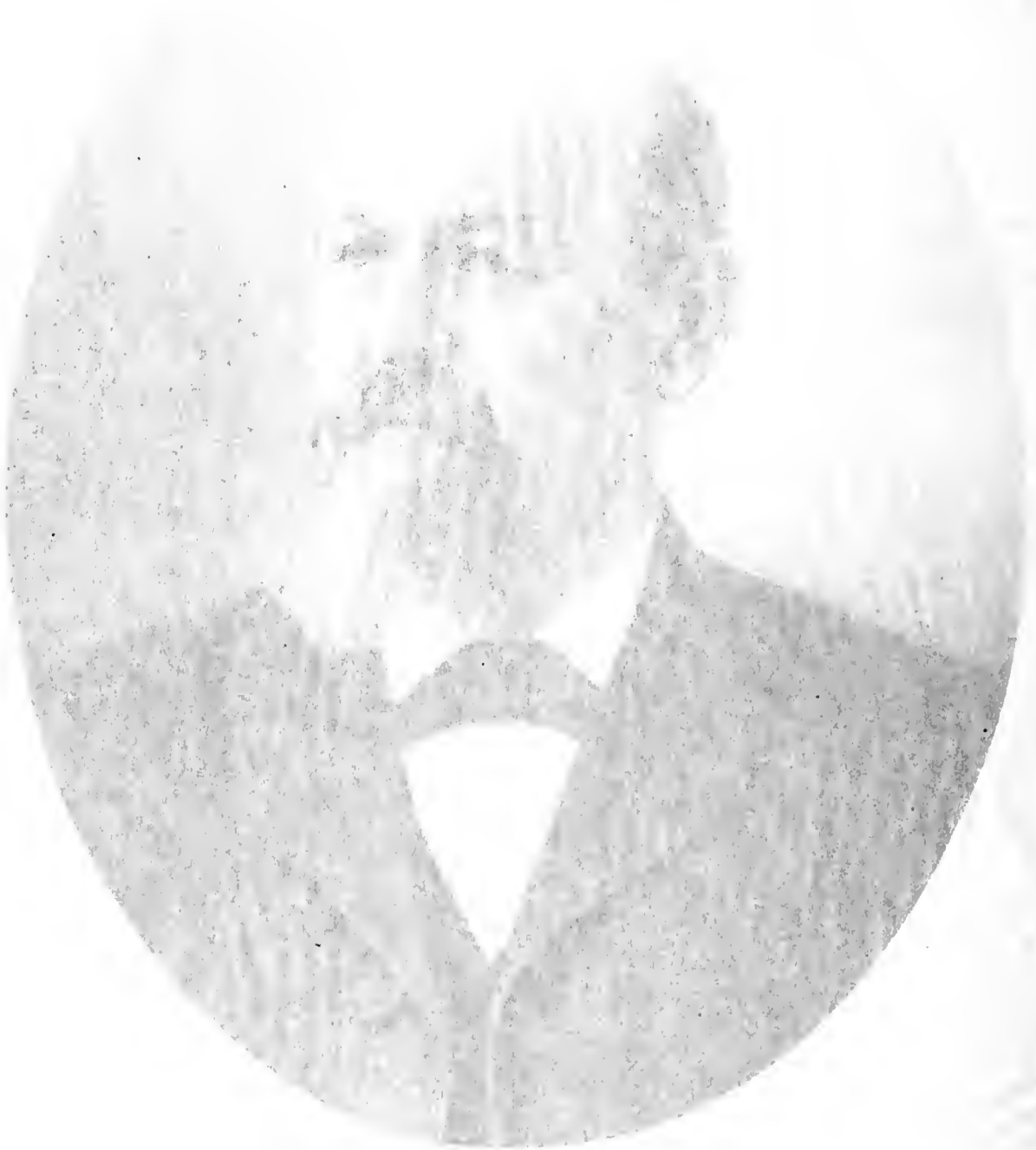
Samuel J. Shimer

Small and apparently unassuming, though years have changed the features of his face, he is remembered as the man who with almost fixed determination set his purpose with the development of a mechanical device to solve his objectives and succeeded, but advanced him no nearer to success. So it was in the experience of Samuel J. Shimer, of Milton, Pennsylvania, who died June 18, 1901. His life work was steadily progressive, and the end was far different from the beginning. A successful farmer, he became a successful lumberman; and then the invention of a mechanical device, shared in by his brother, led to the final success which made his name famous, literally the world over, in the woodworking industry, while a large manufacturing plant at Milton is a living, throbbing monument to his memory.

Samuel Johnston Shimer was born, reared and made the success of his life in the Keystone State, a commonwealth that has given to the lumber and other industries many of its foremost men. He was born October 3, 1837, in Bethlehem Township, Lehigh County, Northampton County, being the son of Nicholas, the Farmer and Manager, and Antonia Shimer, daughter of the late George. The father was of German descent and a member of Scotch ancestry, which accounted for his unusual qualities of character.

Young Shimer spent his early life on the homestead built by his grandfather, Jacob Shimer. Bethlehem Township was the center of a large and thriving community where dwelt many of substantial men. It provided well for the mental and moral training of the youth. The boy was a pupil in the public school of the township, finishing his education at an academy in Northampton four miles from his home. Through his neighborhood he was engaged

SAMUEL JOHNSTON SHIMER



SAMUEL JOHNSTON SHIMER

Samuel J. Shimer

Small and apparently inconsequential things have often changed the entire career of a man. Life is evolution, and he who with alert and well ordered mind moves in harmony with the development of events may, indeed, change his objectives and methods, but advances from success to success. So it was in the experience of Samuel J. Shimer, of Milton, Pennsylvania, who died June 18, 1901. His life work was steadily progressive, and the end was far different from the beginning. A successful farmer, he became a successful lumberman; and then the invention of a mechanical device, shared in by his brother, led to the final success which made his name famous, literally the world over, in the woodworking industry, while a large manufacturing plant at Milton is a living, throbbing monument to his memory.

Samuel Johnston Shimer was born, reared and made the success of his life in the Keystone State, a commonwealth that has given to the lumber and allied industries many of its foremost men. He was born December 3, 1837, in Bethlehem Township, below Freemansburg, Northampton County, being the son of Abraham Beil Shimer and Margaretta (Johnston) Shimer, natives of the same county. The father was of German descent and the mother of Scotch parentage, which accounts for the many sterling qualities of the son.

Young Shimer spent his early life on the old homestead built in 1801 by his grandfather, Jacob Shimer. Bethlehem Township was the center of a prosperous farming community where dwelt men of substantial means, who provided well for the mental and moral training of their children. The boy was a pupil in the public schools of the township, finishing his education at an academy in Bethlehem, four miles from his home. Through his youth and early manhood he was engaged

in farming, which he followed until he was thirty-four years old. Although he was regarded as a farmer, he devoted much of his attention to the planting and growing of fruit trees. He imported nursery stock from France about 1855, and experimented successfully with foreign trees at the old homestead.

A brother, George Shimer, was engaged in the lumber business at Milton, Northumberland County, on the West Branch of the Susquehanna River, having gone there from the farm in 1869 and begun operations under the firm name of Applegate, Shimer & Co. George Shimer needed assistance in conducting the business he had engaged in, and in October, 1871, he was joined by Samuel J. Shimer. The first tract of timber land bought consisted of 1,800 acres of pine timber in Union County, on the other side of the river from Milton. The operation was started, the timber cut, converted into lumber and hauled to Milton, from which point it was shipped by railroad to market. Mr. Shimer had a financial interest in the business and the nature of the work appealed to him because of the opportunities it afforded. The operations were extended from year to year until, in all, about 3,000 acres of oak, pine and hemlock had been secured, cut and marketed. The growth of the business finally led to the moving of the operations of the company and their concentration in Milton, in which borough a saw and planing mill was built. Besides the lumber turned out considerable flooring and ceiling were manufactured.

It was while engaged in planing mill work that an event occurred which changed the whole career of Mr. Shimer. In connection with his brother, Mr. Shimer invented a matcher head of novel design, a device that, with its improvements, is in universal use today. In a small machine shop, which was erected by the two brothers, was turned out the matcher head evolved from their own brains and experience. Following the destruction of the shop by fire in May, 1880, the plant was rebuilt as a machine shop for the manufacture of the Shimer cutter heads and other specialties. From that time on the

firm engaged exclusively in the production of mechanical appliances for planing mills.

Upon the retirement from business, in 1884, of George Shimer, Samuel J. Shimer continued the business alone, increasing the capacity of the plant from time to time and building up an extensive trade. In January, 1890, he took into partnership his two sons, Elmer S. Shimer and George S. Shimer, and the firm became Samuel J. Shimer & Sons. Late in 1888 the firm secured control of the Milton Manufacturing Company's plant, which since has been operated on an ever enlarging scale. In 1889 Mr. Shimer invented and patented a valuable machine for cutting metal washers.

Mr. Shimer was active in the direction of the business of the Milton Manufacturing Company and the firm of Samuel J. Shimer & Sons until his death, personally supervising the various departments and taking a deep interest in every detail of the two plants. He did not depend entirely upon his own efforts in insuring the best class of work turned out, but placed in charge of every department a competent man, and under each foreman were men who were treated with the greatest consideration, and who, in return, gave the best service. The policies of conservativeness, honesty and progressiveness have been pursued by Mr. Shimer's sons, who conduct the business of Samuel J. Shimer & Sons today.

In the West Branch Valley Mr. Shimer was acknowledged as one of the most successful manufacturers, known everywhere as a man of commendable enterprise and public spirit, with a vein of charitableness that gained him the respect and gratitude of hundreds. He was one of the corporate members of the Milton Trust & Safe Deposit Company, and until his death was one of the directors of that institution. He was a member of the Presbyterian Church and an elder for many years in the Milton organization. While not a politician, Mr. Shimer, by reason of his wide experience, had much to do with politics in the municipality and was a supporter of the Republican party. He was a councilman for several terms

and a member of the school board. He had never forgotten the enjoyment derived from horticulture and he continued these experiments as his recreation after he became a resident of Milton.

He married Miss Catherine A. Stout, a daughter of Mr. and Mrs. Isaac Stout, the former a native of Northampton County and the latter of Bucks County, Pennsylvania, both of whom were of prominent origin. The wedding was celebrated September 27, 1860. Mrs. Shimer survives her husband and is the mother of three children—Elmer S. Shimer; Mary C., now the wife of William A. Heinen, of Milton, Pennsylvania, and George S. Shimer. Elmer S. Shimer is president of Samuel J. Shimer & Sons, and George S. Shimer is vice president and treasurer of the concern, which was incorporated in 1903.



William W. Nicola

While most families have their roots in the old country, there are some who have come to this country as immigrants. It is the case of the Nicola family. The senior Nicola, who was born in Germany, came to this country in 1848. He was a farmer and a merchant. He was a successful man in his native land. He was a member of the German community in Pittsburgh. His career was cut short by death on January 16, 1865.

Nicola is a respected German name, the first of the family to leave the fatherland and come to America being Felle W. Nicola, the father of W. W. Nicola. As a young man the senior Nicola migrated to the United States with the intention of seeking the expansive lands of the new country and becoming a farmer on a scale that would be impossible in his native land. The occupation proved not altogether agreeable to him and his views of life underwent a change after a few years spent in agricultural pursuits; and he was, perhaps, somewhat disappointed in the result. He took as his bride a young girl from the same country. He was a successful man in his native land. He was a member of the German community in Pittsburgh. His career was cut short by death on January 16, 1865.

Some of the ordinary things that he did were not in the ordinary way. He was a boy who was in full enjoyment of his life. Even in his old age he had an extraordinary liking for study and developed a habit of reading. This would indicate what his mind might have been like. He was a business man. He was eighteen years old when he came to this country. He was a member of the German community in Pittsburgh. He was a successful man in his native land. He was a member of the German community in Pittsburgh. His career was cut short by death on January 16, 1865.

WILLIAM WRIGHT NICOLA



WILLIAM WRIGHT NICOLA

William W. Nicola

While most lumbermen have stood out distinctly as individuals there are some who have done their most notable work as members of a family—brothers working together for a common end and building up a common fame and fortune. Of the latter class is William Wright Nicola, of Pittsburg, Pennsylvania, whose career was cut short by death on January 10, 1906.

Nicola is a respected German name, the first of the family to leave the fatherland and come to America being Felix W. Nicola, the father of W. W. Nicola. As a young man the senior Nicola migrated to the United States with the intention of seeking the expansive lands of the new country and becoming a farmer on a scale that would be impossible in his native land. The occupation proved not altogether agreeable to him and his views of life underwent a change after a few years spent in agricultural pursuits; and he was, perhaps, somewhat influenced by the German lass whom he took as his bride. Going to Cleveland, he took up the study of law, gained admittance to the bar and proceeded to practice. It was in Cleveland that William Wright Nicola was born, November 16, 1865.

Nothing out of the ordinary is to be recorded of young Nicola's early life. He was a boy with all the love for adventure to be found in a lad in full enjoyment of physical energy. Even in school he displayed no extraordinary liking for study or developed any noteworthy talent that would indicate what his career might bring forth. He did not seek a business opening until he was eighteen years old. Then he entered the employ of the Woods, Jenks Lumber Company, in his native city, as a tally boy. He was of an observing turn of mind and was quick to learn the business, and it was not long

before he was promoted to be inspector for the company on its docks on the Cuyahoga River.

Realizing that a more general knowledge of the lumber industry would be of value to him, Mr. Nicola left the Woods, Jenks Lumber Company and spent nearly a year in learning the grading of lumber, particularly of hardwoods, poplar and yellow pine. This time he put in at several of the largest mills in the country.

Upon the formation of the Nicola & Stone Lumber Company, of Cleveland, in 1886, Mr. Nicola became a salesman for the concern, spending five years traveling on the road in the middle West. In this time he gained considerable knowledge of the demands of the trade of a large section of the country and this knowledge stood him in good stead in later years. In 1898 he was elected vice president of the Nicola & Stone Lumber Company, but sold his interest in the concern two years later to become identified with the Nicola Bros. Company, of Pittsburg.

The latter company was incorporated originally as Nicola Bros., under the laws of West Virginia, by F. F. Nicola, in 1885. Prior to the formation of the company Mr. Nicola had been employed for many years by Fisher & Wilson, of Cleveland, first in charge of their auditing department and later representing the firm as a salesman. His entrance into Pittsburg as a lumber broker was practically the beginning of that method of doing business in the Smoky City, he being the first wholesaler to enter the territory and, substantially, the pioneer of what was then known as the brokerage lumber business in this country. The business was started on Market Street by Mr. Nicola and later he was joined by Charles A. Nicola, who formerly had been associated with the Bickford-Knox Company, of Chicago, and who remained with the company until 1893, when he sold his interest. In the meantime, A. G. Nicola had joined forces with the concern and George W. and Oliver P. Nicola entered the employ of the company, though at that time they held no stock in it. In 1893 offices

were maintained at the corner of Market Street and Fifth Avenue, these being retained for several years before the company moved to the Tradesmen's Building, then to the German National Bank Building and finally to the present location on the fourteenth floor of the Farmers' National Bank Building. By this time Oliver P. and George W. Nicola acquired interests in the company.

After W. W. Nicola became vice president of the concern the scope of the business was changed materially from that undertaken upon its inception. The company within the last five years had gone very largely into the handling of cottonwood, through an office located at Cincinnati, Ohio, and also into white pine, through an immense yard established in Cleveland, as well as into the hardwood business, through a mill which was owned at Parkersburg, West Virginia, and afterward sold to the Nicolette Lumber Company, of Nicolette, West Virginia.

Mr. Nicola was in direct charge of the Cleveland end of the business and maintained an office in the New England Building. The yard at this point is located on Mahoning Street, on the Cuyahoga River, and has ample space for carrying from 12,000,000 to 15,000,000 feet of white pine in stock. Most of the lumber which reaches the yard is shipped in from the upper lake district by boat. During 1905 nearly 50,000,000 feet of white pine was handled through this yard, together with about 35,000,000 lath. Located in the yard is a planing mill adjoining the tracks of the Wheeling & Lake Erie Railroad. It is a two-story mill, the lower floor of which is used for general millwork while the upper story is fitted up as a sash and door department. Besides the white pine stocks carried in the yard various other woods are handled and manufactured according to the needs of the market. The mill has every facility for planing mill work and for turning out sash and doors for the general trade.

Beginning with 1904 the Nicola Bros. Company went into extensive timber purchases for the purpose of manufacturing

its own stock for the trade. One tract owned consists of 10,000 acres of timber on the Pearl River, near Canton, Mississippi. Although F. F. Nicola is president of the company, he has retired, for the main part, from active connection with the business and has devoted himself for the last five or six years mainly to his large real estate interests in Pittsburg. The active management of the business fell upon the shoulders of W. W. Nicola, the vice president; George W. Nicola, treasurer, and Oliver P. Nicola, secretary.

Mr. Nicola, in the prime of life, had a firm grasp on the diversified interests of the company. He spent his entire life in the lumber industry and gained his commercial education in a practical school by intimate contact with the men who manufacture, buy, sell and distribute lumber. He was thoroughly familiar with the manufacturing end of the business by reason of his experience among the large mills of the country when he was acquiring knowledge to fit him for his career.

Mr. Nicola took a leading position not only in the commercial affairs of Cleveland and Pittsburg, but in the social life of the two cities as well. He was a member of several social organizations in each city, but the pressure of business did not permit him to spend many of the hours of daylight anywhere but at his desk.

Mr. Nicola married Miss Mary Dartt Robertson, December 22, 1891. A daughter—christened Elizabeth—was born of this union.



Joseph J. Linehan

Although the Emerald Isle has been conspicuous as an independent nation in the world, the name of her sons in the records of her history is not in the forefront of the great exploits of the world. It does not disclose the name of an Irishman who was a factor in her martial or commercial advancement, while they have been notable warriors and administrators in the Orient. The history of the United States, in particular, is filled with the names of the sons of Erin who cast their lots in the new land to their own and this country's lasting good. Among the inhabitants of the United States the Irish-American citizens figure conspicuously, and in his cosmopolitan population there is no element upon whose loyalty Uncle Sam relies more confidently, either in peace or in war, than that consisting of the descendants of the warm blooded Celts who have enlisted under his banner.

Joseph J. Linehan, of Pittsburg, Pennsylvania, is a typical example of the Irish-American man of business. Mr. Linehan is proud of his Irish lineage and of his ability to trace it back to some of the first families of the land of the shamrock. His father was James Linehan, of Cumberland, Maryland, and his mother, before her marriage, was Anna Hollern. The senior Linehan was a manufacturer of iron and steel rails in the early days of their production, and his son, Joseph, entered his father's private school, where he displayed an aptitude for and mastery of the business. He became familiar with the practical workings of his father's service of



JOSEPH J. LINEHAN

Joseph J. Linehan

Although the Emerald Isle herself is not conspicuous as an independent nation in the modern history of the world, the names of her sons are emblazoned upon the records of achievements of all the countries which stand in the forefront of civilization. There is not one of the great countries of the western world whose history does not disclose the name of an Irishman who was a notable factor in her martial or commercial advancement, while they have been notable warriors and administrators in the Orient. The history of the United States, in particular, is filled with the names of the sons of Erin who cast their lots in the new land to their own and this country's lasting good. Among the inhabitants of the United States the Irish-American citizens figure conspicuously, and in his cosmopolitan population there is no element upon whose loyalty Uncle Sam relies more confidently, either in peace or in war, than that consisting of the descendants of the warm blooded Celts who have enlisted under his banner.

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the West Virginia Central & Pittsburg Railway Company. This was about the year 1890. Young Linehan worked in nearly all the departments of the railway company, but the greater portion of the period of his employment was spent in the capacity of assistant auditor.

Mr. Linehan's connection with the lumber industry dates from 1895, when he became interested in the Randolph Lumber Company, of Elkins, West Virginia, which at that time was operating extensively in the hardwood timber of the Panhandle State. Mr. Linehan was actively engaged in the lumber business in West Virginia for six years, during which time he thoroughly familiarized himself with the manufacture and distribution of hardwoods and southern pine. It was during this period, also, that he acquired an extensive acquaintance among the southern mill owners—an acquaintance which has proved a valuable asset in his late lumber operations. Every one in the South and Southeast knows "Joe" Linehan, and when "Joe" wants a carload of stock shipped into the Pittsburg market in twelve days the millmen will attempt to move heaven and earth and the Southeastern Car Service Association to get it there on time.

In 1901 Joseph J. Linehan moved to Pittsburg, where he connected himself with Willson Bros., lumbermen operating in that city. A year later he accepted a position as manager of the Pittsburg office of the Cherry River Boom & Lumber Company, a concern which is an extensive operator in cherry, maple, spruce and other Virginia woods. This position brought him into direct contact with the consuming trade and completed the circle of his acquaintance, which had begun with the millmen of the South.

January 16, 1905, Mr. Linehan, in partnership with his brother, James C. Linehan, formed a corporation known as the Linehan Lumber Company, which bought out the Pittsburg branch of the Cherry River Boom & Lumber Company and established its head office on the twenty-fourth floor of the Farmer's National Bank Building, the suite formerly occu-

pied by the branch of the Cherry River Boom & Lumber Company, under the management of J. J. Linehan. The Linehan Lumber Company began its commercial career upon an excellent foundation, as the Cherry River Boom & Lumber Company enjoyed a good business in the Pittsburg territory.

The company was incorporated to do a general wholesale lumber business and is known as a hardwood company, but it makes specialties of spruce, hemlock and yellow pine. Of the hardwoods it devotes special attention to oak and poplar. Mr. Linehan operates upon the principle that lumber well bought is half sold and his experience in direct contact with sawmill men and their manufacturing plants has made it an easy matter for him to offer his customers the best stock obtainable from the southern field.

The business has grown rapidly under the energetic management of the Linehan brothers and it is now one of the important distributing factors in the Pittsburg market. It is to the ability and the pleasing personality of Joseph J. Linehan that the success of the Linehan Lumber Company is largely due. He is the kind of man whose rapidly widening circle of acquaintances shows no breaks. He makes friends readily and they remain true to him for all time.

Mr. Linehan, while conserving and advancing his wholesale interests, has been providing for the future by laying in a supply of timber. He has examined the resources of the southeastern territory and is thoroughly acquainted with the location and value of the hardwoods which are found there. As a result of these investigations the Linehan Lumber Company has acquired large interests in hardwood timber lands in several states, and it is in this timber that the profits of the company have been invested.

While Mr. Linehan has devoted his energies to the furthering of the business of the Linehan Lumber Company in a manner which has elicited commendation from all who have watched his advancement in the trade, he has found time to cultivate the social side of his nature, which is a large one.

He is a member of the fraternal order of the Knights of Columbus and is a prominent member of the Monongahela, Columbus and Fort Henry clubs and is also interested in outdoor sports of all kinds.

Mr. Linehan is a genial and wholesouled man, the possessor of a winning personality, whose friends are limited only by the number of those who know him, and, while comparatively young to the trade, there are few lumbermen in the East better or more favorably known. This personal popularity, made permanent by respect, is an important factor in the growing business of the Linehan Lumber Company, which seems likely to be a permanent factor in the trade of the East.



James C. Linehan

Amongst the many who are acquainted with Mr. Linehan is consequently no one who does not know that his chosen vocation was not a haphazard selection. It does not mean that the commercial status of the young man in the Linehan Lumber Company rests upon a makeshift growth of chance; to the contrary, Mr. Linehan has thoroughly qualified himself for his present position in the trade by a study of the lumber industry in all its branches and by a practical experience extending over a period of more than a decade.

As far as can be learned, Mr. Linehan did not inherit his predilection for the lumber business, his father, James C. Linehan, having been engaged in the manufacture of iron and steel rails at the time when young James C. Linehan was arriving at the important decision which would govern his future business operations. However, whether inherited or acquired, the ability exhibited by Mr. Linehan in the prosecution of his lumber enterprises has been marked and has shown itself in the firm establishment and rapid growth of the young corporation which bears his name.

James C. Linehan was born in Cumberland, Maryland, and received his education in that city, attending a private school. He had natural ability in mechanical lines and began his business career in the employ of his father, who, as above stated, was a manufacturer of rails. This business of the elder Linehan brought him and his sons into contact with railroads operating in that territory and in 1885 James C. Linehan entered the freight and mail departments of the Baltimore & Ohio Railroad. Later he transferred his services to the West Virginia Central & Maryland Railway Company, now the Western Maryland Railway, holding the cashier and paymaster's department.



JAMES C. LINEHAN

James C. Linehan

Among the lumbermen of the East James C. Linehan is conspicuous as a man who has obtained success in his chosen vocation within a remarkably short time. This does not mean that the commercial status of the junior partner in the Linehan Lumber Company rests upon a mushroom growth of chance; to the contrary, Mr. Linehan has thoroughly qualified himself for his present position in the trade by a study of the lumber industry in all its branches and by a practical experience extending over a period of more than a decade.

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Believing that the lumber industry offered a more attractive field for a profitable exploitation of his energy, Mr. Linehan in 1895 resigned his position with the West Virginia Central & Pittsburg Railway Company and engaged his services with the Randolph Lumber Company, a manufacturer of West Virginia hardwoods and located at Elkins, Randolph County, in the eastern part of West Virginia. Mr. Linehan did not begin his lumber career as an employee, as he had purchased an interest in the company. He found the new work to his liking and adapted to his ability, and he therefore remained at the West Virginia plant until 1902, in which year he moved to Pittsburg, and, with his brother, Joseph J. Linehan, assumed charge of that end of the business of the Cherry River Boom & Lumber Company. Mr. Linehan was in personal charge of the office, while his brother was on the outside working directly with the trade.

So successful was the Pittsburg business that the two Linehans decided to enter the field on their own account. With this purpose in view, in January, 1905, they organized the Linehan Lumber Company, which in effect took over the business of the Cherry River Boom & Lumber Company in and about Pittsburg. This corporation, while new under its present name, began with an established business and with the full confidence and approval of the Smoky City market.

It was able to retain the business formerly controlled by the Pittsburg office of the Cherry River Boom & Lumber Company and constantly acquired new customers. At present the Linehan Lumber Company has an output of about 60,000 feet a day of hardwoods, in addition to a quantity of spruce, hemlock and yellow pine. In the company's operations Mr. Linehan figures as the financial man and office manager and keeps as well a supervising eye on the sales department.

Mr. Linehan is a thorough believer in the value of southern stumpage, and the profits from the Pittsburg business are being invested in hardwood stumpage in various sections

south of the Mason and Dixon line. While the Linehan Lumber Company has been in business less than two years, it has already secured a number of hardwood timber properties and undoubtedly will acquire others as favorable opportunities may be presented. In connection with its timber holdings the company has acquired considerable coal lands, also.

Mr. Linehan is as well known in the social life of Pittsburg as he is in that city's business circles. He is a member of the Knights of Columbus, of the Columbus Club and of the Pittsburg Club, and while he says that his favorite recreation is hard work, he finds time for the social duties which his position entails. In religion Mr. Linehan is a Roman Catholic.

While one of the younger lumbermen of the eastern states, James C. Linehan has proved himself an aggressive and forceful factor in the trade east and west of the Allegheny Range. His experience in connection with the industry has been especially fortunate for the conduct of his present operations. His connection with the Randolph Lumber Company gave him a good insight into the workings of the hardwood mills of West Virginia and he thereby also acquired a thorough knowledge of the lumber manufacturing business of the Southeast. This experience included a complete mastery of various methods of manufacture, the result of which is that he is thoroughly competent to judge the products the mills have to offer to his concern for distribution to the Pittsburg trade. Since 1902 his business has enabled him to accurately gauge the requirements of the consuming trade of the East and thus he is in excellent position to discriminate among manufacturers and select stock which will be acceptable to the trade in his territory.

The Linehan brothers are admirably suited to each other in the conduct of the business of their corporation. James C. Linehan has always favored the office end of the business and has proved himself conservative yet accurate in judging the financial standing of those with whom the Linehan Lumber Company has had occasion to do business. Joseph J. Linehan,

on the contrary, has devoted himself to the trade and does not care for the routine of the office. The combination is a happy one and its results are shown in the rapid development of the business of the Linehan Lumber Company.



ISAAC C. ENOCHS

Every business organization in the South has some one who is its backbone and its guiding spirit. Among the many such men who are the backbone of the great South is one who is the subject of this sketch—Columbus Enoch, of Jackson, Mississippi. There is nothing brilliant about his achievements or personality, but what he has done and is are the results of rare patience and persistence, guided by a mind of remarkably logical quality—a mind which is content with no half knowledge or half statement, but which insists upon knowledge as complete as can be secured as the basis from which a policy may develop with logical accuracy. These qualities have given Mr. Enoch much success in a business way and an influence among his fellows which is equaled by but few. He is not an orator, for his voice does not carry far and his speech is slow; but when he talks in public on any subject, no one in the whole South country is listened to with closer attention, for every word is chosen with thoughtful care and his counsel comes from study and experience.

Among the old settlers of Mississippi appears the family name of Enoch. The paternal grandfather of the lumberman of the present moved from Tennessee to the Bayou State in the early '20's and the maternal grandfather, also, was a pioneer planter. The ancestry of the family is Scotch-Irish and the strong traits of the race are apparent in this generation. Isaac Enoch was the first born of eleven children on the plantation of his father, near Crystalsprings, Copiah County, Mississippi, his being March 7, 1852. It was at the opening of the dark days of the American Civil War that the boy of nine years found himself the guardian of five younger children and the only one upon whom his mother, Rebecca



ISAAC COLUMBUS ENOCHS

Isaac C. Enochs

Every human organization must have its leaders. Some are eminent in peace, some in war; some lead in council and some in action. Among the admitted leaders in the councils of the great southern lumber manufacturing industry is the subject of this sketch, Isaac Columbus Enochs, of Jackson, Mississippi. There is nothing brilliant about his achievements or personality, but what he has done and is are the results of rare patience and persistence, guided by a mind of remarkably logical quality—a mind which is content with no half knowledge or half statement, but which insists upon knowledge as complete as can be secured as the basis from which a policy may develop with logical accuracy. These qualities have given Mr. Enochs much success in a business way and an influence among his fellows which is equaled by but few. He is not an orator, for his voice does not carry far and his speech is slow; but when he talks in public on any subject, no one in the whole South country is listened to with closer attention, for every word is chosen with thoughtful care and his counsel comes out of study and experience.

Among the first settlers of Mississippi appears the family name of Enochs. The paternal grandfather of the lumberman of the present moved from Tennessee to the Bayou State in the early '20's, and the maternal grandfather, also, was a pioneer planter. The ancestry of the family is Scotch-Irish and the strong traits of the race are apparent in this generation. Isaac Columbus was the firstborn of eleven children on the plantation of his father, near Crystalsprings, Copiah County, his natal day being March 7, 1852. It was at the opening of the dark days of the American Civil War that the boy of nine years found himself the guardian of five younger children and the only one upon whom his mother, Rebecca

Black Enochs, could depend for assistance in looking after the plantation in the absence of the husband and father. It was his first taste of responsibility and it brought out all his latent manliness. Frequently did this lad marshal the other children on the plantation, when danger threatened in the shape of raiding troopers, and drive the cattle into the swamps, remaining on guard all night if occasion should require.

Little schooling was to be obtained in the days before and immediately following the close of the war. The country was impoverished as the result of the long conflict, and the schools were few and their training of an indefinite character. Young Enochs' ambition was to become a lawyer, but the opportunity to study was limited because of the necessity of working long hours to help support the family. In 1871 he left the plantation to keep books for his uncle in the latter's store at Bolton Depot, between Vicksburg and Jackson. He worked faithfully for a year and a half and then gave up the position to become station agent at Bolton for the Vicksburg & Meridian Railroad Company. He aspired to save enough money from his salary to pay for a law course in college. But he was doomed to disappointment, for a contingency arose that forced him into the lumber business. Mr. Enochs' father had indorsed paper for an owner of a portable mill, and, as the note could not be met, the property was surrendered. The young railroad agent agreed to operate the mill for the purpose of raising \$1,000 for his long anticipated law tuition. So, on January 10, 1873, the young man became proprietor of the mill, which was situated about two and a half miles from Crystalsprings. The latter town was destroyed by fire that night and a decidedly heavy demand for lumber was created. Seemingly, it was to be a profitable investment, but a serious reverse was met with when a boiler explosion wrecked the plant. Bravely the owner set about to replace the mill, though the loss of \$2,000 occasioned by the disaster was a hard blow. In March, 1874, the mill was running again with its capacity increased from 6,000 to 10,000 feet a day. A planing mill was

added in another year, but the saws and planers could not be run at one time through a lack of boiler power.

A partnership was formed by Mr. Enochs with his brother, J. L. Enochs, in 1876, and, by dint of hard work, a profit of between \$3,000 and \$4,000 was made. Misfortune came in the following year, when fire swept the saw and planing mills and wiped out the capital of the two young men. J. L. Enochs went to farming, but Isaac, nothing daunted, contracted for 480 acres of timber land and built another mill two miles from the site of the original plant. Operations began in 1877, and the first shipments made were of car sills and decking to a point north of the Ohio River. With the new mill a success, he purchased in 1880 a tract of timber in Pike County and erected a second mill, the two cutting about 40,000 feet a day. His first logging road—a tramway over which mules pulled trucks—was built in 1881, though two years later this road was equipped with wooden rails and a locomotive.

Assistance in managing the expanding business was given Mr. Enochs by his brothers, and several portable mills were run in the yellow pine belt of Mississippi. Headquarters were established at Jackson, where, in 1884, a yard was opened and conducted by E. A. Enochs. The firm of Enochs Bros. was organized in 1887, and of this firm I. C., J. L. and P. H. Enochs still are members. The senior member of the firm was progressive and seized every opportunity to enlarge the business. In 1890 a sawmill and a sash, door and blind factory were erected at Jackson. The Enochs Manufacturing Company was incorporated a year later and Mr. Enochs was made the president, and today the company has one of the largest and best equipped plants in the South. Another of the Enochs interests is the sawmills located at Fernwood, eighty miles south of Jackson, where the band mills have a capacity of 25,000,000 feet a year, Enochs Bros. handling the output.

Besides these interests Mr. Enochs was until recently secretary of the Banner Lumber Company, which was incorporated in 1895 and operated mills, with an annual capacity of 15,000,-

ooo feet, at Kentwood, Louisiana. This company went out of existence when it was succeeded some time ago by the Brooks, Scanlon Company. The firm of Enochs Bros., the Fernwood concern and the Banner Lumber Company owned about 100,000 acres of timber and probably as much more cutover land in Pike and Marion counties, Mississippi, and Tangipahoa and Washington parishes in Louisiana; and, when the Great Southern Lumber Company, at Bogalusa, Louisiana, was formed and secured the coöperation of I. C. Enochs in the development of its properties, the Enochs brothers sold some of their timber holdings to that company, in return for stock in the new enterprise. In the Great Southern company I. C. Enochs is a director. To it and to the Fernwood and Pearl River lumber companies he devotes the larger part of his activity. Mr. Enochs is a managing director in the Fernwood Lumber Company and is president of the Pearl River Lumber Company, the latter manufacturing from 80,000,000 to 85,000,000 feet annually.

Mr. Enochs has been prominently identified with the work of the Yellow Pine Manufacturers' Association. He became a director of the organization in 1893 and was elected president in 1898, being reëlected in 1899. He has been conspicuous in agitations for reductions in railroad rates, has consistently labored for the yellow pine industry and has won the greatest respect and deepest confidence of the manufacturers of the South. An instance of his persistency in this line in late years was given when the railroad companies raised the rate two cents from all points based on the Ohio River crossings. With the assistance of other manufacturers he fought the advance and was rewarded by having the former rate restored.

Mr. Enochs wedded Miss Margaret Elizabeth Catchings, a native of Copiah County, Mississippi, whom he had known from childhood, June 26, 1879. Their family consists of five children—Mary Capers, Martha Catchings, Edwina, Isaac J., Junior, and Lucy Enochs. Mr. Enochs is a member of the Capitol Street Methodist Episcopal Church, of Jackson.



Clifford A. Bruns

It has been pointed out that the average man does not attain the highest degree of mental and physical development. The two-segmented life of the average man must begin to wane at the age of 30. It is possible that a new type of life, a kind of "second life," may be achieved by following another method. In the case of C. A. Bonds, of Jackson, Mississippi, the career of C. A. Bonds, of Jackson, Mississippi.

For ten years Mr. Bonds was engaged in the railroad business, being connected with the freight departments of two southern lines, and it was in that position that he gained an insight into the lumber industry. His connection with the lumber trade began in 1896, when he entered into a wholesale business that has been continually growing in volume. His lumber interests within a decade were extended from the South to the Pacific Coast, where he is at the head of a concern doing a large volume of trade in lumber and shingles.

John Wesley Bonds is a native of the South, having been born July 27, 1840, at Forest, Scott County, Mississippi. He is the son of Richard Wesley Bonds and Marie (Harris) Bonds. His ancestors were members of the Bonaparte family, English, who came to the United States in 1800, settling in the South. Mr. Bonds' father was a member of the Government during the Civil War, and was killed at the battle of Vicksburg. He was a member of the House of Representatives for a period of thirty years. Mr. Bonds was a member of the large slave owners and the largest cotton plant in the Mississippi before the Civil War, but upon the close of that war he sold the family moved to Texas.

The parents of Mr. Bonds were people of education and refinement and it was in such an atmosphere that he was reared.



CLIFFORD ARTHUR BONDS

Clifford A. Bonds

It has been practically demonstrated that the average man does not attain the highest point of mental and physical development until he has reached the two-score mark in years, and that his powers do not begin to wane for many years thereafter. So it is possible that a man entering a new field of endeavor after having spent his earlier years in following another vocation may gain an unqualified success, a case in point being the career of C. A. Bonds, of Jackson, Mississippi.

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Clifford Arthur Bonds is a native of the South, having been born July 13, 1869, at Forest, Scott County, Mississippi. He is the son of Richard Wesley Bonds and Mattie (Harris) Bonds. The early members of the Bonds family were English, who came to the United States in 1800, settling in the South. Mr. Bonds' father held office under the Government during the reconstruction days and was chancery circuit clerk and treasurer for Scott County for a period of thirty-six years. Members of the Harris family were large slave owners and the largest cotton planters in middle Mississippi before the Civil War, but upon the close of that internecine strife the family moved to Texas.

The parents of Mr. Bonds were people of education and refinement and it was in such an atmosphere that he was reared.

Forest being the county seat of Scott County, the town had educational facilities that were not afforded the youth of smaller places in the district. Young Bonds acquired his schooling in the public schools of the town, and at the age of eighteen years was possessed of a fair education, but had no desire to take a college course, being anxious to begin the battle of life.

He chose a railroad career for himself, and his first experience in this line was as freight agent for the Alabama & Vicksburg Railway, at Lake, a small town in the eastern part of Scott County. He was not disappointed in the opportunities afforded for activity and advancement, and from 1886, when he first took up the work, until 1896 he was promoted successively to more important posts. From the Alabama & Vicksburg Railway he went with the Queen & Crescent Route and was stationed in the traffic department at Ruston and Monroe, Louisiana, and Vicksburg, Meridian and Jackson, Mississippi. During the ten years he was a railroad man Mr. Bonds was brought into close association with lumbermen throughout the South, the lumber traffic of the railroads forming no inconsiderable proportion of the entire tonnage emanating from the points where he made his headquarters. From a mere handling of that business he studied the sources and distribution of lumber until he was familiar with many of its details.

A desire to enter into the lumber business eventually resolved itself into a determination on the part of Mr. Bonds, and he mapped out a policy from which he has not departed. Realization of his plans took place September 1, 1896, when he severed his connection with the Queen & Crescent Route to launch a wholesale business under his own name. By reason of his association as a traffic man with lumber manufacturers he was enabled at the start to form connections for stocks of yellow pine and cypress lumber and cypress shingles. He had sufficient capital to permit of his carrying on business unhampered and within a few years he had formed an organization that reflected great credit upon his abilities.

An advantage possessed by Mr. Bonds in the conduct of his business is his thorough knowledge of rates and routing, a knowledge that came to him in his ten years as a railroad official. He is personally acquainted with practically every prominent railroad traffic manager in the United States. Because of his familiarity with rates and routing Mr. Bonds frequently has been able, by taking advantage of various combinations and by reconsignments, to make up lower rates for his shipments than the published through rates. Mr. Bonds has pushed the business energetically and has had the satisfaction of seeing it grow to good proportions. The red cypress shingle business carried on by him aggregates alone about 2,000 cars a year. He is interested financially in several cypress shingle plants in Louisiana, so that he is not confined to the selling of odd stocks as a wholesaler, but is able to sell direct from the mills.

Though largely interested in Louisiana mills, Mr. Bonds has within recent years widened the scope of his operations and has extensive interests on the Pacific Coast, where he is at the head of a wholesale concern. The latter is the Bonds-Foster Lumber Company, which began business January 1, 1905. Mr. Bonds is president of the company; E. A. Foster, vice president, and H. A. Bonds, secretary and treasurer. In its first year of business the Bonds-Foster company built up an excellent wholesale trade in fir, pine, spruce and shingles from its headquarters in Seattle, Washington. Mr. Bonds, while making his home in the South and looking after his cypress business in that section of the country, takes much interest in the Seattle business and makes frequent trips to the Coast. In the spring of 1906 Mr. Bonds paid a protracted visit to the Pacific Coast and inspected a large tract of fir and red cedar timber near Port Townsend, Washington. Following this inspection he bought 10,000 acres of timber for the purpose of developing the property. The plans in connection with the purchase of the timber and its working provide for the building of a combination mill of a daily capacity of 200,000

feet of lumber and 250,000 shingles and the marketing of the product through the Bonds-Foster Lumber Company. Mr. Bonds is a firm believer in the permanency of the growth of the industry on the Pacific Coast, though it is unlikely he will desert the South country until the cypress investments he has there shall become exhausted.

Mr. Bonds was married on July 28, 1891, to Miss Bessie B. Richards, of Canton, Mississippi. Their children are Marguerite, aged thirteen, Elizabeth, aged eleven, and Clifford A. Bonds, Junior, aged eight years. The family occupies a delightful home in Jackson and takes part in the social life of that city.

Mr. Bonds has been an extremely active worker all his life and devotes his energies entirely to the matter he has in hand to the exclusion of everything else. He is a master of detail, and in an executive capacity he has a faculty of disposing of innumerable details that is surprising to those who are not familiar with his methods. He has little time to give to fraternal or social organizations, spending what leisure he has in the company of his wife and children. He is affiliated with the Methodist Church and has given freely to its charities. He has never become interested enough in politics to seek office.

Outside of his lumber interests Mr. Bonds is president of the Security Trust & Banking Company, of Jackson, and a director of the Mississippi Bank & Trust Company, also of Jackson.



Herbert A. Camp

The manufacture of lumber in the South in this generation, is an evolution in methods and magnitude, but in men it is not. The business has expanded, making room for more producers and on facilities, so that the experience and resources of the men in control are still needed. Particularly is this true in the longleaf yellow pine industry. One of the men whose prominence in the field has increased with the exploitation of yellow pine is Herbert A. Camp, of Lumberton, Mississippi, a pioneer in its general distribution.

He is a southerner of the distinctive type, having been born in the Cracker State, where he was reared, and for two decades identified with the lumber industry of Mississippi. When he began his experience as a producer of yellow pine, the intrinsic merits of that wood had not been accorded just recognition in the markets of the country, and Mr. Camp is one of the manufacturers to whom much credit is due for widening its sphere of usefulness. In the many years he has been operating in the South he has witnessed great changes in the lumber industry, including the advancement of stumpage values and the elevation of yellow pine to a position of indisputable stability.

Herbert Ashbury Camp is the son of D. A. Camp, who was a direct descendant of a Virginia family of twenty-one sons who settled in nearly as many states of the Union. His mother was Anna (White) Camp, a daughter of Robert White, who came to the Republic from the north of Ireland. H. A. Camp was born June 15, 1872, on the farm of his father, at Mulberry, Jackson County, Georgia. The head of the family was a prosperous plantation owner and operator, so that he was able to afford his son the best educational advantages offered in that section of the country. Young Herbert learned his earlier



HERBERT ASBURY CAMP

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The manufacture of lumber, as carried on in this generation, is an evolution not alone in methods and magnitude, but in men as well. As the volume of business has expanded, making heavier demands on producers and on facilities, so have the capabilities and resources of the men in control broadened. Particularly is this true in the longleaf yellow pine industry. One of the men whose prominence in the field has increased with the exploitation of yellow pine is Herbert A. Camp, of Lumberton, Mississippi, a pioneer in its general distribution.

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lessons at the knee of his mother, later being sent to the common schools of the county. He grew into a strong, healthy lad full of the fun and spirit of the country youth. His father was bent on having him become a farmer on a scientific scale and follow that as his life's work. Accordingly, when the youth had gained an elementary education in the public schools he was sent to the North Georgia Agricultural College, a branch of the State University, at Dahlonega, Lumpkin County, Georgia, where he pursued a course of studies for several years and then returned to the old homestead at Mulberry.

In the territory adjacent to the acres owned by the senior Camp was considerable yellow pine timber that was being operated in a primitive manner. In those early days the hundreds of improved appliances of the woods and mill in use today were unknown and unthought of, the timber being felled, sawed into logs and cut into lumber by small circular mills. Young Camp became interested in a small operation in which his father had an investment, and from this beginning he undoubtedly acquired a liking for the lumber business and gained an incentive to engage in the production of lumber on a larger scale.

Going to Lumberton, Mississippi, where an awakening in the lumber field was under way, Mr. Camp, with J. H. Hinton and R. W. Hinton, began investing in longleaf timbered lands, which were then to be obtained at a low price. The Hintons were north Georgians themselves and were of the same rugged, forceful, industrious nature as Mr. Camp. The firm of Camp & Hinton Bros. was organized for the purpose of carrying on a milling business. One of their first purchases of timber was a tract of 1,200 acres located near Lumberton, this small acreage forming the nucleus of the immense stumpage to be controlled later by the same interests. The original tract of 1,200 acres was bought from the Government at the low price of \$1.25 an acre.

For the purpose of operating on the timber secured, Mr.

Camp and his associates built a small Lane & Bodley mill in the woods about a mile west and north of the railroad station at Lumberton, where they proceeded to manufacture lumber of more or less uncertain grades. The mill, which was completed and put into operation in 1886, when run to its capacity cut about 15,000 feet of lumber a day, and the plant might aptly be termed a toy in comparison with the immense and modernly equipped plants operated by the same men in later years. The Lumberton mill and that small tract of timber marked the beginning of Mr. Camp's activity in the lumber industry of Mississippi.

Within a few years the firm of Camp & Hinton Bros. had added largely to the holdings of timber, increased the milling facilities and begun to reach out for wider markets than those afforded in the South. Northern markets were sought and much of the product of the firm was diverted to other points. In 1892 the small mill at Lumberton was replaced by a modern plant, and in subsequent years mills were acquired at Garri-sons, another one in Marion County and a fourth at Elder, all in Mississippi. The firm of Camp & Hinton Bros. was succeeded by Camp & Hinton, and, finally, by the Camp & Hinton Company, June 10, 1899, a forward step that marked a new era in the career of the progressive concern.

Mr. Camp continued active with the Camp & Hinton Company in the manufacture of longleaf yellow pine until 1902, when he disposed of his interest in that concern and was one of the organizers of the Pole Stock Lumber Company, of Hattiesburg, Mississippi. Mr. Camp was elected president of the company. The other officers are W. Edmiston, vice president; E. A. Sanford, treasurer; P. C. Edmiston, secretary, and W. E. Herren, general manager. The company is capitalized at \$100,000, all of which is paid in.

The Pole Stock Lumber Company bought 40,000 acres of yellow pine timbered land in the Lumberton district, where is found some of the finest timber in Mississippi. Additional tracts have been bought by the company until it holds title to

50,000 acres. In 1903 the company absorbed the Hattiesburg Lumber Company, whose officers were substantially the same as those of the Pole Stock Lumber Company. The concern's name is illustrative of the nature of the business originally undertaken. This was the cutting of rough material, dry kilning it and cutting and working it into poles, shafts and frames for agricultural implements of every pattern. It was demonstrated that yellow pine was an excellent substitute for ash, which, up to the time of the organization of the company, had been used almost exclusively for such stock.

The company has contracts with about twenty different mills to manufacture their timber into agricultural implement stock, which it is shipping to practically all the manufacturers of agricultural implements in the United States, and it is also shipping quite a quantity of this material to Europe to various manufacturers there. The volume of business transacted monthly aggregates about \$100,000.

Mr. Camp is interested in several financial institutions of the Magnolia State, being president of the First National Bank of Lumberton and president of the Hattiesburg Trust & Banking Company. His long residence in the State and his intimate association with the lumber industry has resulted in his becoming interested in numerous enterprises. He is a liberal supporter of any movement looking toward the betterment of industrial conditions.

Mr. Camp married Miss Maxcy Field, at Cartersville, Georgia, February 5, 1885. To the couple have been born eight children—five boys and three girls—Alleen, Herbert A., Junior, Richard F., Anna Maxcy, Lidie Belle, Chauncey D., Pierpont M. and Howard.

Mr. Camp is affiliated with the Methodist Church, and is a member of the Masonic order and the Concatenated Order of Hoo-Hoo. If Mr. Camp has a fad it truly may be said it is a liking for a horse fast enough to surpass the speed of any other animal it may meet on the road.



John H. Hinton

To the man who, without both brain and physical being to such a high degree of perfection, that he may seize every opportunity and undauntedly and unembarrassed develop their possibilities to the highest point, the world owes much for its commercial advancement. John Hammond Hinton, of Lumberton, Mississippi, stalwart in mind and body, is one by whom opportunity never has been neglected, and who has fitted himself well to resist and to achieve in the battle of life.

John H. Hinton is a descendant of two distinguished southern families. Wood Hinton, his paternal grandfather, was a Virginian by birth who settled in the north of Georgia, where Mansfield Hinton, John's father, was born and reared. His mother, Elizabeth (White) Hinton, was the daughter of an Irishman who, after being educated in Scotland, came to the United States and, with relatives, built the first cotton mill in Georgia, near Athens, in 1827. John Hammond Hinton was born on the old homestead, nine miles from Jefferson, the county seat of Jackson County, Georgia, March 25, 1857. One of his earliest recollections is of that plantation dotted with the white tents pitched by a regiment from New Jersey, a part of General Sherman's command. The homestead and its 300 acres, forty of which are covered with virgin timber, is one of the cherished possessions of Mr. Hinton and his brother, R. W. Hinton.

Jefferson, the county seat, with its courthouse and stores, was as near a metropolis as young Hinton was to know for many years following his birth. It was in the school at this quaint old town that he got his early training, though it was not much of an education, for war had brought its privations and the services of the strong, healthy lad were needed to cultivate the plantation. Fortune did not smile brightly upon



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the lad in his early days, and he knew what it was to struggle for a living even after he had reached manhood.

Texas, about which little was known in those days, appealed to the youth as affording an opportunity for one of his brawn and ambition. His choice was determined when he was told a man could earn \$20 a month there for the poorest sort of labor. So, at the age of eighteen years, young Hinton started for the land of promise to the westward. His first experience was as a farm hand at St. Charles, Missouri, and, later, he reached Sherman, Texas, then a boom town, only to move on to Melissa, twenty-six miles from Sherman. He spent three years in Texas before he drifted to McComb City, Mississippi, where the now venerable John J. White was conducting a sawmill operation. The young man went to work rolling slabs for fifty cents a day ; it was his introduction to the lumber business, and in that mill he learned the lessons he never has forgotten.

From the White mill, at McComb, is believed to have been shipped the first carload of yellow pine lumber that ever reached Chicago. The shipment, recalled by Mr. Hinton, was made in the early part of 1878 to P. G. Dodge & Co. and consisted of three cars of one-inch and two-inch finish. From a mere laborer about this mill, Mr. Hinton was advanced to more important posts as he demonstrated his ability, and, finally, he became general superintendent of the plant.

As early as 1883 Mr. Hinton began investing in timber lands. In that year he bought 2,700 acres of timber near Lumberton, Mississippi, on his own account, and this tract was the nucleus of the large holdings of the Camp & Hinton Company of today. In 1886, Mr. Hinton joined with H. A. Camp, R. W. Hinton and H. P. Hinton in the formation of the firm of Camp & Hinton Bros. to carry on a small manufacturing operation. The men were possessed of but modest capital and a Lane & Bodley mill was bought on credit, set up and put into operation, sawing on the timber originally bought by Mr. Hinton and added to by additional purchases of the

firm. The operation proved a satisfactory and paying investment and gradually the operations of the firm were extended. In 1890 R. W. Hinton and H. P. Hinton retired from the business and the firm became Camp & Hinton, which firm, in 1899, incorporated the Camp & Hinton Company. J. J. White became president of the corporation; Mr. Hinton, vice president, and H. A. Camp, secretary and treasurer. A few years later Mr. Hinton bought the interests of his associates in the company and practically became the proprietor of the business. The present officers of the Camp & Hinton Company are J. H. Hinton, president; A. S. Hinton, vice president; T. L. Venable, secretary, and H. H. Hinton, treasurer.

In addition to his large lumber interests Mr. Hinton has investments in other enterprises. He is a director of the First National Bank of Lumberton, and a half owner of the sawmill business of J. C. Pearson, two miles north of Lumberton, on the New Orleans & North-eastern Railroad. He has an interest in the sawmill business of A. S. Hinton & Co., at Hinton Spur, eight miles east of Lumberton, on the Gulf & Ship Island Railroad. He is vice president of the Ewing-Young Turpentine Company, of Baxterville, Mississippi, and has interests in lumber yards in Tennessee and Kentucky. He is president of the Panama Lumber & Trading Company, which was organized to do an export lumber business with Europe, Central America and South America and which operates its own line of steamers. Mr. Hinton has offices on the tenth floor of the Hibernia Bank Building, in New Orleans, as well as in Lumberton, between which two cities he divides his time. Mr. Hinton has general supervision of the sales of the output of the main mill at Lumberton and of several smaller mills, approximating 60,000,000 feet annually.

He has always taken a vitalizing interest in association matters and his strength in this line has been given recognition by his fellow workers. He is one of the men to whom credit is given for the organization of the Southern Lumber Manufacturers' Association, the predecessor of the Yellow Pine

Manufacturers' Association, and has since served continuously as either a director or vice president for his State in that body. He is vice president of the Central Yellow Pine Association, an organization of recent years of manufacturers in Mississippi and Alabama to control local issues in those two states. Mr. Hinton has held one political office during his career, serving as postmaster of Lumberton under Grover Cleveland's administration.

Mr. Hinton married Miss Emmet Roberta White, eldest daughter of J. J. White, of McComb City, Mississippi, April 12, 1881. The couple has six children—John White, Herbert Hammond, Bonita, Helen, Irene and Emmet Grace Hinton. John W. Hinton and Herbert H. Hinton, both of whom are graduates of Cornell University, are associated with their father in the management of the affairs of the Camp & Hinton Company. The family occupies a handsome residence in New Orleans during the winter and a country home near Lumberton in the summer.

Mr. Hinton is a Mason, being a member of Lumberton Lodge No. 417, the Meridian Consistory and Hamasa Temple of the Nobles of the Mystic Shrine. He took the thirty-third degree in 1906. In New Orleans he holds membership in the Pickwick, Round Table and several carnival clubs.



Robert W. Hinton

In comparison with the rapid growth of other southern states Mississippi has not made the same progress, but with the opening of the Gulf of Mexico has largely developed its resources in the agricultural fields. Contributing to the growth of the state have been the exploitation of the immense forest wealth of the state and the railroad construction, which has afforded the necessary arteries to commerce. An early invader of the Mississippi lumber industry was Robert Wood Hinton, of Lumberton, a figure prominent in the trade for many years.

He is not a Mississippian by birth, having been reared in Georgia, but he has so long followed his fortunes there that no son could be more loyal to her. In 1886, when Mr. Hinton first became identified with the lumber business at Lumberton and engaged with others in the manufacture of yellow pine, the product of the mills of the section had a restricted sale. The North, the East and the West were markets yet to be developed. It was at this time Mr. Hinton has been not only a pioneer in the lumber trade but also in the opening of profitable markets for the product. He has interests of an extensive character.

Robert W. Hinton is a member of an old southern family on the paternal side, his great-grandfathers having been colonists in Virginia. His maternal side is a strain of Irish ancestry, the original ancestor of the family who came to America having built and operated the initial cotton mill in Georgia, in 1827. Mr. Hinton bears as part of his Christian name that of his paternal grandfather, Wood Hinton, a Virginian who settled in the northern portion of Georgia and one of whose sons was Mansfield Hinton. The latter in early life married Elizabeth White, and of this union was born Robert Wood



ROBERT WOOD HINTON

Robert W. Hinton

In comparison with the industrial growth of other southern states Mississippi was slow to respond to the call of progress, but within the last two decades that Commonwealth has largely augmented its activity in manufacturing and mechanical fields. Contributive in the greatest degree to this progress have been the exploitation of the immense forest wealth of the State and the continued railroad construction, which has afforded the necessary arteries to commerce. An early invader of the Mississippi lumber industry was Robert Wood Hinton, of Lumberton, a figure prominent in the trade for many years.

He is not a Mississippian by birth, having been reared in Georgia, but he has so long followed his fortunes there that no son could be more loyal to her. In 1886, when Mr. Hinton first became identified with the lumber business at Lumberton and engaged with others in the manufacture of yellow pine, the product of the mills of the section had a restricted sale. The North, the East and the West were markets yet to be developed. In subsequent years Mr. Hinton has been not only a witness but a participant as well in the opening of profitable fields for yellow pine, and today he has interests of an extensive character.

Robert W. Hinton comes of an old southern family on the paternal side, the early members having been colonists in Virginia. On his maternal side is a strain of Irish ancestry, the original member of that family who came to America having built and operated the initial cotton mill in Georgia, in 1827. Mr. Hinton bears as part of his Christian name that of his paternal grandfather, Wood Hinton, a Virginian who settled in the northern portion of Georgia and one of whose sons was Mansfield Hinton. The latter in early life married Elizabeth White, and of this union was born Robert Wood

Hinton, December 28, 1854. The scene of his birth was on the plantation owned by his father at Winder, Jackson County, Georgia, and it was there he spent his boyhood days.

Mansfield Hinton, father of R. W. Hinton, was a prosperous planter when the people of the North and the people of the South were arrayed against each other. Mr. Hinton was old enough to realize the horrors of war when the conflict between the sections opened in 1861. Almost from the first year of that memorable struggle the plantation declined, through the negroes taking flight and the able bodied men of the community bearing arms. Upon the plantation was camped at one time a northern regiment which formed part of the Federal army under General Sherman. Even during the war days young Hinton was sent to the district school near his home and he picked up a fair education, though he was deprived of a college education because of the depressed conditions which existed for many years after the cessation of hostilities and which necessitated his assuming much of the responsibility of conducting the plantation. The work of conserving the estate was a hard task, but the young man was equal to it and he remained on the plantation until long after he had reached his majority. The plantation, consisting of 260 acres of fertile farming land and forty acres of virgin timber, remains in the possession of Mr. Hinton and his brother, J. H. Hinton. They prize the property far beyond its intrinsic value and it is doubtful if it would be sold at any price if by such a transfer it would pass out of the hands of the family.

It was not until 1886 that Mr. Hinton became interested in lumbering, though he was familiar with its details through the operations carried on in the section of Georgia where he lived. Several years prior to that period his brother had gone to Mississippi and invested in timber lands owned by the Government, from whom title was obtained. Mr. Hinton, when it was decided to develop these lands, went to Lumberton, Mississippi, where he joined his brother, H. A. Camp and H. P. Hinton in forming the firm of Camp & Hinton Bros. A

mill of small capacity was set up on a tract of timber owned by the firm near Lumberton and active operations were started. It was an auspicious time for the inauguration of such an enterprise, with the result that the business grew and prospered. The individual members of the firm were alive to the situation, and as a demand was created for lumber they increased the milling facilities and invested in more timber.

In 1890 Mr. Hinton disposed of his interest in the firm of Camp & Hinton Bros. to carry on a commission business for himself. He succeeded well in this venture and gradually built up a good business, though in doing so he became involved in the handling of turpentine and in that way again became interested in sawmilling. In 1899 Mr. Hinton formed the R. W. Hinton Company for the purpose of carrying on a general merchandise business and the manufacture of naval stores. Lumberton is well located for the conduct of such an enterprise, being in Lamar County, almost on the dividing line of that county and Pearl River County, and at the junction of the New Orleans & North-eastern Railroad, a part of the Queen & Crescent Route, and the Gulf & Ship Island Railroad. The large amount of territory tributary to Lumberton permitted of an excellent business being built up, and it now forms Mr. Hinton's chief interest and occupies most of his attention and time. The officers of the R. W. Hinton Company are R. W. Hinton, president; A. S. Hinton, vice president, and H. C. Yawn, secretary and treasurer.

The sawmill department of the R. W. Hinton Company grew at an astounding pace, and it became expedient to separate this interest from that of general merchandising. This was accomplished in 1903, when Mr. Hinton organized the Hinton Bros. Lumber Company. The concern operates a modern sawmill plant at Lumberton with an output of about 16,000,000 feet of yellow pine lumber a year. Mr. Hinton had early provided a supply of timber which has been increased instead of diminished in recent years. The holdings of the company are estimated at approximately 135,000,000

feet of yellow pine stumpage. Mr. Hinton is president of the company; A. S. Hinton, vice president; H. C. Yawn, secretary and treasurer, and W. P. Haynes, manager.

Other lumber manufacturing concerns in which Mr. Hinton is interested are the Camp & Hinton Company, of Lumberton, and the W. B. Leeke Company, of Baxterville, Marion County, Mississippi. He is vice president of the Lumberton Drug Company and a director and member of the finance committee of the First National Bank of Lumberton.

Mr. Hinton has an interesting family of six children. Mrs. Hinton was Miss Mary Etta Haynes before her marriage to Mr. Hinton at Newton, North Carolina, May 31, 1880. The children are Robert Wood, Junior, Dayle, Ruth, Jerrine, Daniel Pitts and Sarah Elizabeth Hinton. The eldest son inherited many of the sterling qualities of his father and he undoubtedly will prove a worthy successor to his father when the latter shall choose to lay down his burdens. The members of the family attend the Methodist Episcopal Church.

Mr. Hinton is a Scottish Rite and a York Rite Mason, and a member of the Ancient Arabic Order Nobles of the Mystic Shrine. He is a Republican in politics and though active he never has sought office. He is fond of driving and he gets more real pleasure in handling the reins over a blooded animal than in any other form of recreation.



John L. Kaul

The exploitation of a certain class of woods, the education of a greater number of Americans, has been the means of bringing honor and reward to the lumbering industry. To the last generation yellow pine, the most valuable of the woods, outside of the immediate region in which it grows, has been given deserved recognition for its utility and has been classed with other woods long considered unequalled. One of the men—and a comparatively young man, at that—who has contributed much to the advancement of yellow pine as a commodity is John Lanzel Kaul, of Birmingham, Alabama.

A half century ago members of the Kaul family became identified with lumbering operations in Pennsylvania, and the younger generation has carried on the business in later years in the South country. John L. Kaul's father, Andrew Kaul, was a conspicuous and successful figure in lumber operations in the Keystone State, where he began in the industry as a woodsman shortly after the outbreak of the Civil War. The son was born October 9, 1866, near St. Marys, Elk County, at the mouth of the Allegheny River and near the summit of the Allegheny Mountains. His mother was Walburga (Hammer) Kaul. The home of the family was near a small mill operated by the senior Kaul. The equipment consisting of an old-fashioned gang and mill saw. In this atmosphere of lumbering John L. Kaul was reared, a God-fearing, conscientious and ambitious youth. Like all boys he was eager to take up life's active work, so his father gratified his desire by placing him in the mill when he was but fifteen years old. But a year of work and his association with men of affairs brought home to the boy the realization of his lack of education. With the encouragement of his father, who was ambitious



JOHN LANZEL KAUL

John L. Kaul

The exploitation of a certain wood, or, in other words, the education of a greater number of consumers to its uses, has been the means of bringing honor and reward to many lumbermen. Within the last generation yellow pine, once neglected in the domestic trade, outside of the immediate territory in which it grows, has been given deserved recognition for its utility and has been classed with other woods long considered unequaled. One of the men—and a comparatively young man, at that—who has contributed much to the advancement of yellow pine as a commodity is John Lanzel Kaul, of Birmingham, Alabama.

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for the future of his son, young Kaul went to Rock Hill College, at Baltimore, where he studied for four years and supplemented this with a business course at a Poughkeepsie college.

Although scarcely of manhood's estate, Mr. Kaul was given a position in the office of Kaul & Hall, of which firm his father was a member. His college course had prepared him for a quick mastery of the details of the accounting end of the business. He essayed larger responsibilities and more active work in the conduct of the manufacturing business as then carried on. About 1888 he was placed in charge of the lumbering operations of a hardwood mill owned by his father in the vicinity of St. Marys. For a year he managed this work with credit to himself, but even wider opportunities for the exercise of his abilities were to be presented. The timber supply in the western part of Pennsylvania was diminishing to such an extent that another location for the carrying on of the business had to be found. In 1889 Mr. Kaul started on a prospecting trip through the southern coast states for the purpose of finding a suitable tract of timber for investment and development. Several available tracts were found, but it was not until 1890 that Mr. Kaul secured the desired opportunity for an operative investment.

It was in this year that he bought a one-fourth interest in the Sample Lumber Company, at Hollins, Alabama, becoming secretary and treasurer of the concern. The mill operated had an annual capacity of about 12,000,000 feet, while approximately 150,000,000 feet of timber was owned. Here it was that Mr. Kaul received his training in the southern lumber business and realized the possibilities and future of yellow pine.

In 1891, after Mr. Kaul had become identified with the Sample Lumber Company, the holdings of Blanchard, Humber & Co., of Columbus, Georgia, in the Sample company were bought by him in connection with A. Truman, which gave each of them a one-half interest in the stock. A year

later Mr. Truman's interest was bought by Mr. Kaul and the concern was renamed the Kaul Lumber Company, three-fourths of the stock of which is held by Mr. Kaul.

Following the reorganization of the company the plant was modernized by the installation of new and additional machinery, increasing the capacity so that by 1900 it was 40,000,000 feet annually. Standing timber aggregating 350,000,000 feet already was owned, and additional investments were made in yellow pine stumpage for the purpose of ensuring a longer life for the mill. Altogether, 800,000,000 additional feet of timber was bought in the name of the Kaul Land & Lumber Company, of which Mr. Kaul is president. This timber is located on the Black Warrior River, in Bibb, Perry and Tuscaloosa counties, Alabama. The timber holdings now exceed 1,000,000,000 feet.

With the Kaul Lumber Company running in good shape, Mr. Kaul, with other well-informed men, began missionary work in the interest of yellow pine lumber in the North. The purpose was to set forth the great value of yellow pine for all uses and to establish a firmer reputation for it than it had ever before enjoyed. At the time this work was started, more than a decade ago, longleaf pine lumber had a comparatively limited field. By persistent efforts along educational lines, suggested by Mr. Kaul and the others interested, many prejudices existing in the northern markets against this wood were eliminated. Mr. Kaul became one of the warmest supporters of the work of the Southern Lumber Manufacturers' Association, serving for several years as vice president for Alabama, and also as a member of the board of directors. He not only gave his moral support to the organization, but aided it financially. That his efforts were appreciated and his ability admitted was acknowledged in his selection for president of the association at the annual meeting held in New Orleans, Louisiana, in January, 1906, at which meeting the organization was given the more distinctive title of the "Yellow Pine Manufacturers' Association."

One of Mr. Kaul's ability and progressiveness was bound to make his mark in the commercial world of the South. He has become interested in many business enterprises apart from his lumber manufacturing and timber holding operations. He is prominently connected with coal mining interests in Alabama and with other operations of a miscellaneous nature. He is a stockholder and director of the First National Bank of Birmingham, one of the leading financial institutions of the South with a capital of \$1,000,000 and a surplus of \$500,000. With all his aggressiveness, Mr. Kaul's moves have much of the conservativeness of the North about them, and he is of that type of men to whom the South owes much of its recent prosperity and development.

Mr. Kaul married Miss Virginia Roy Head, a daughter of Judge Head, of Birmingham, a member of the State Supreme Court, on June 18, 1901. Two children have been born of this union, one of whom, a daughter, is living.

Mr. Kaul is of a social disposition. He is a member of many clubs, among them being the Country and the Southern clubs. He is a Hoo-Hoo, having been initiated in the order at a time when its membership was less than 1,000.

Everything pertaining to the welfare of lumbermen and the upbuilding of lumbering has the interest and support of Mr. Kaul. In consideration of his valuable services in other lines he was chosen a member of the executive committee entrusted with the task of raising a fund for the endowment of a chair of applied forestry and practical lumbering in Yale University. Another honor which came to him unsolicited, marking another tribute to his interest in such matters, was his election as vice president of the American Forest Congress. Mr. Kaul himself is a practical lumberman, but the theoretical side appeals to him as well, and anything that tends to conserve the timber of this country enlists his ready sympathy and support.



William E. Ramsay

Nearly twenty years ago, when the American government turned over to the Canadian government the territory now known as the Northwest Territory, William E. Ramsay, then a young man, was one of the first to enter the territory. After nineteen years of active work, during which time he had built up one of the most successful enterprises in the Northwest Territory, retired to enjoy the fruits of his labors, following the sale of the property of the company in which he was interested.

He was the executive head of the Bradley-Ramsay Lumber Company, a pioneer concern in longleaf pine manufacturing, which, in March, 1906, was sold to the Long-Bell Lumber Company, of Kansas City, Missouri. For nearly two decades the Bradley-Ramsay Lumber Company operated extensively in Louisiana, exploiting a superior quality of longleaf pine and building up a business that placed it in the front rank of lumber producers. This eminent position of the company could not in a day, but after many years, and its success must honestly be credited to the active management of William E. Ramsay.

William E. Ramsay was born in St. John's, Newfoundland, July 9, 1855. His parents, S. P. Ramsay and Mary Ramsay, were of the true Scotch stock, having migrated to Canada from Perth, Scotland. He began his early education in the schools of St. John's, later attending high school and securing a higher mental training at one of the Jesuit colleges.

His first experience in the business world was gained as a clerk in a grocery store in his native city when he was fifteen years old. He followed this line of business for five years,



WILLIAM EDMUND RAMSAY

William E. Ramsay

Nearly twenty years ago a group of northern lumbermen turned their attention from the somewhat depleted white pine forests of the North to the more promising South country where grows the longleaf yellow pine. One of this group was William Edmund Ramsay, of Lake Charles, Louisiana, who, after nineteen years of active work, during which time was built up one of the most successful enterprises in the Calcasieu territory, retired to enjoy the fruits of his labors, following the sale of the property of the company in which he was interested.

He was the executive head of the Bradley-Ramsay Lumber Company, a pioneer concern in longleaf pine manufacturing, which, in March, 1906, was sold to the Long-Bell Lumber Company, of Kansas City, Missouri. For nearly two decades the Bradley-Ramsay Lumber Company operated extensively in Louisiana, exploiting a superior quality of longleaf pine and building up a business that placed it in the front rank of southern lumber producers. This eminent position of the company was secured not in a day, but after many years, and much of its success must honestly be credited to the active man in its affairs—William E. Ramsay.

William E. Ramsay is a Canadian by birth, having been born at St. Johns, Province of Quebec, July 9, 1855. His parents, S. P. Ramsay and Jessie (McKay) Ramsay, were of the true Scotch blood, having migrated to Canada from Perth, Scotland. The son began his early education in the schools of the Province, later attending high school and securing a higher mental training at one of the Jesuit colleges.

His first experience in the business world was gained as a clerk in a grocery store in his native city when he was fifteen years old. He followed this line of business for five years,

developing good qualities as a salesman, which were evidenced in later years when he broadened his career in the white pine country. In 1876 he became connected with a New York mercantile house for which he traveled about one year, resigning his position to enter the employ of Wells, Stone & Co., a firm dealing extensively in lumbermen's supplies at Saginaw, Michigan. This was his introduction to the white pine country. The partners in this business were Ammi W. Wright, Charles W. Wells and Farnham C. Stone. Mr. Ramsay quickly made his services valuable to his employers, and within five years had been advanced to the head of the office force of the firm, and later, when the business was reorganized under the name of the Wells-Stone Mercantile Company, he assumed the treasurership of the concern.

In 1887 Mr. Ramsay severed his connection with the Wells-Stone Mercantile Company to organize the Bradley-Ramsay Lumber Company, in connection with Nathan B. Bradley, Lewis Penoyer, Robert H. Nason and Benton Hanchett. As early as 1880 these men had begun the investment of money in timber lands in Louisiana. At this early date it was evident that the white pine production of the North was nearing its highest mark and a few years more would witness its decline; therefore, newer fields for the carrying on of lumber operations would be necessary. Following the organization of the Bradley-Ramsay Lumber Company a large sawmill was built at Lake Charles, Louisiana.

Mr. Ramsay was placed in charge of the operations, and he took the novel method of shipping sample carload lots to the northern and western states, where it was found the lumber could readily be used for sash, door and blind purposes as well as for other finishing material. It did not take long to get a foothold in this trade and the company soon became a heavy shipper to the sections mentioned and gained an enviable reputation for making high grades of lumber. It shipped even into Michigan, then in its zenith of prosperity as a white pine producing state, and succeeded in holding

nearly all the trade thus originally secured. Mr. Ramsay's attention was directed toward the possibilities of longleaf yellow pine for railroad material, and for many years large contracts were handled for ties, bridge timbers and other railroad material, much of this demand coming from Texas. This feature of the business became so important that much time was devoted to it and the mill was kept sawing regularly on heavy orders for the railroad companies. An extensive trade was built up also in decking for Government vessels and ships of the merchant marine.

The timber holdings of the company exceeded 150,000 acres, these holdings being added to annually in order to replace the timber cut at the Lake Charles mill. The timber was conceded to be the finest in the Calcasieu Valley. The company was one of the first in the field and went over the ground, employing the most expert estimators and woodsmen, and practically had its choice of the now famous Calcasieu pine.

The mill properties operated included the Mt. Hope mill, acquired by purchase, and a big plant about one mile above on the banks of the Calcasieu River. The upper or main mill was called the Gossport mill and was situated about two miles from the center of Lake Charles. The general offices of the company were located at this point and were models in their way. The Gossport mill itself was equipped with a circular and a band mill. A stock of about 10,000,000 feet was carried at the Gossport yard and about 5,000,000 feet at the Mt. Hope plant. The dry kiln facilities were not excelled by any in the Southwest and the planing mill equipment was modern and complete. Every known appliance for fighting any possible conflagration was put into operation and the insurance risk was reduced to a minimum.

Besides depending on the river for a supply of logs, the company operated the Lake Charles & Leesville Railroad, a standard gauge road laid with heavy steel rails and having a full complement of rolling stock. The road extends thirty-

eight miles into and through the timber holdings of the company.

Through his connection and interests in the Bradley-Ramsay Lumber Company Mr. Ramsay acquired other interests and became a director of the W. H. Norris Lumber Company, of Houston, Texas, and interested in the Gebert Shingle Company, Limited, of New Iberia, Louisiana. He is a director in the following enterprises: The Murray-Brooks Hardware Company, Limited, Interstate Oil & Land Company, Lake Charles Chemical Company, Majestic Hotel Company, First National Bank of Lake Charles, Lake Charles National Bank, Calcasieu National Bank, all of Lake Charles, and the Ramey-Hutchins' Rubber Company, of Los Angeles, California.

Mr. Ramsay married Miss Katherine M. Penoyer, a daughter of Lewis Penoyer, at Saginaw, Michigan, June 28, 1882. Residing in the beautiful home at Lake Charles with their parents are the four children of Mr. and Mrs Ramsay—Lewis P. Ramsay, who recently attained his majority, Herbert H. Ramsay, Katherine Ramsay and Marjorie Ramsay. The family attends the Presbyterian Church.

Mr. Ramsay is a Republican but never has sought prominence in politics. He is a Mason and a Knight Templar. He is a member of the Pickwick Club, of New Orleans, and made the club his headquarters during his frequent visits to that city. His favorite recreation is yachting, though the demands of the business he directed permitted, formerly, of his giving but little time to this form of rest.



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Of the few who have been able to do this, the most notable is the late Sir John Lubbock, who, in his book "The Principles of Science," has shown that the principles of science are not only the same in all ages and all countries, but that they are the same in all minds. This is a very important discovery, and it is one which has been transmitted from generation to generation.

Edwin Ambrose Frost was born in Miller County, Arkansas, October 25, 1869. The lad grew up into a youth of more than average intelligence, attending the public school near his home and working on the farm during the vacation period until he was fourteen years old. The next two winter seasons he was a student at the College Hill school, Columbia County, Arkansas, where he took a college preparatory course. In 1886 the family moved from the farm to Stamps, Lafayette County, where the father was interested in the Bodcaw Lumber Company. When young Frost returned from school he gave up the idea of going to college education for the purpose of gaining some experience in the operation of the logging company.

EDWIN AMBROSE FROST



EDWIN AMBROSE FROST

Edwin A. Frost

Of the most progressive type of southern business men—alert, ambitious, enterprising—is Edwin A. Frost, of Shreveport, Louisiana. Although still numbered among young men, he has attained a high position in the commercial circles of his native section. In the lumber business he is “to the manner born,” for his father, E. W. Frost, is one of the patriarchs of the lumber industry, and to the son have been transmitted many of the sterling qualities of the parent.

Edwin Ambrose Frost was born in Miller County, Arkansas, October 25, 1869. The lad grew up into a youth of more than average intelligence, attending the public school near his home and working on the farm during the vacation period until he was fourteen years old. The next two winter seasons he was a student at the College Hill school, Columbia County, Arkansas, where he took a college preparatory course. In 1886 the family moved from the farm to Stamps, Lafayette County, where the father was interested in the Bodcaw Lumber Company. When young Frost returned from school he gave up the idea of securing a college education for the purpose of gaining a practical course in the sawmill of the Bodcaw company. His father humored him, convinced that the youthful mind would be changed after a trial, and for a year the young man trucked lumber about the sawmill. This experience was sufficient to bring the younger Frost to the realization that the chances of success would be greater if his mind were broadened and developed by a college course. His father sent him to the Southwestern Baptist University, at Jackson, Tennessee, one of the oldest sectarian colleges in the South. Matriculating in 1887, Mr. Frost in 1890 graduated with the degree of bachelor of philosophy. Later, he attended Draughan's Business College, at Texarkana, Arkansas.

The day after Mr. Frost left business college he became bookkeeper for C. T. Crowell, of Texarkana, who was interested in the Black Lake Lumber Company, which concern was building a mill two miles east of Dubberly, Louisiana.

He applied himself to the work before him in a manner that has characterized his later business affairs, and while he was an office employee he found time to study the operation of the mill in its various departments. At the end of nine months, when he resigned his position to become bookkeeper for the Red River Lumber Company, at New Lewisville, Lafayette County, Arkansas, he had a theoretical knowledge of the business. Beginning his labors there in the spring of 1891, Mr. Frost in less than a year was promoted to the position of shipping clerk, and the executive qualities shown by him subsequently led to his becoming manager of the company. When the Red River concern was sawed out in 1894, the mill was moved to Frostville, Arkansas, on the Shreveport branch of the Cotton Belt system, fifteen miles south of New Lewisville, Mr. Frost continuing as manager. In 1899 Mr. Frost became associated with his father as manager of the Lufkin Land & Lumber Company, in which organization E. W. Frost was the moving spirit. A mill with an annual capacity of 60,000,000 feet of longleaf and shortleaf yellow pine was operated at Lufkin, Texas. In May, 1903, George A. Kelley succeeded to the management of the company, but Mr. Frost retained the positions of secretary and treasurer, to which he had been elected, until the sale of the property, in June, 1905, to the Long-Bell Lumber Company.

In the formation of the Union Saw Mill Company, of Huttig, Union County, Arkansas, Mr. Frost was most active. He made a preliminary examination of 90,000 acres of shortleaf yellow pine in Union County, Arkansas, and in Union Parish, Louisiana, and subsequently assisted C. D. Johnson, president of the company, in the transfer of the titles to this timber. Mr. Frost is vice president of the company, and vice president of the Little Rock & Monroe Railway Com-

pany, which road was built by Mr. Johnson and his associates not only to facilitate the handling of the timber, but to develop a large territory in Arkansas.

In the De Soto Land & Lumber Company, of Mansfield, Louisiana, Mr. Frost holds the position of president. The organization was perfected in December, 1904, though two years before that Mr. Frost bought 150,000,000 feet of standing timber near Mansfield, these holdings having since been doubled. A single band mill is operated by the company south of Mansfield, near the junction of the Kansas City Southern and the Texas & Pacific railroads.

Most of Mr. Frost's time and energies are centered in the management of the Frost-Trigg Lumber Company's affairs at Shreveport, Louisiana, of which he took charge in the summer of 1903. As general manager of the company he has charge of its large manufacturing interests, the three mills operated having a combined capacity of 100,000,000 feet a year of longleaf and shortleaf pine. One of these mills is located at Frostville, Arkansas, where shortleaf is manufactured for the yard trade. The second mill is at Mansfield, Louisiana. The other mill is at Noble, Louisiana, where longleaf is sawed particularly for the eastern trade.

In March, 1906, Mr. Frost was elected president of the Noble Lumber Company, of Noble, Louisiana. This concern in May, 1902, succeeded the R. L. Trigg Lumber Company, and in the following November Mr. Frost and C. D. Johnson reorganized its affairs and Mr. Frost was elected secretary and treasurer and general manager.

In February, 1906, Mr. Frost located the timber upon which was later based the operations of the Black Lake Lumber Company, of Campti, Louisiana, which he organized in the following March. The capital stock is \$1,000,000 and the annual capacity is 30,000,000 feet. The officers are E. A. Frost, president; F. T. Whited, vice president; H. H. Wheelless, secretary, and G. S. Prestridge, treasurer.

Mr. Frost is a stockholder in the Kelley Land & Lumber

Company, of Lufkin, Texas, and in the Carter-Kelley Lumber Company, of Manning, Texas.

In addition to his extended manufacturing interests in Arkansas and Louisiana, Mr. Frost is a stockholder and an officer in several financial institutions. He is president of the Lufkin National Bank and president and a director of the State National Bank, of Texarkana, Arkansas. He is also president and a director of the State Savings & Trust Company, of Texarkana, and a director of the De Soto Bank, of Mansfield, Louisiana.

Mr. Frost is a Royal Arch Mason and an Odd Fellow, affiliated with lodges at Lufkin. He is a member of the Caddo Club, of Shreveport. He is also a member of Hoo-Hoo and has served faithfully as vicegerent snark.

While located at New Lewisville, Arkansas, Mr. Frost married Miss Jennie Chappelle, November 3, 1892. Two daughters have gladdened the married life of the couple. The children are Mary, aged eleven years, and Elizabeth, aged ten years. Upon moving to Shreveport to make that city his home, Mr. Frost built a beautiful residence, where true southern hospitality is dispensed.

As stated before, Mr. Frost is a wide-awake, progressive business man. He is an excellent type of that class of southerners who are thoroughly alive to the possibilities and opportunities of that vast section of the country. Upon first meeting Mr. Frost, the stranger may receive an erroneous impression as to his character, because of his soft-spoken words and quiet demeanor. But by no means are these an indication of indifference or lack of force, for on acquaintance Mr. Frost impresses every one with his alertness and well-controlled energy. He does not seek nor desire commendation from the public, but modestly accepts from friends the merited praise which is given him. He is a scholar as well as a thorough business man, and is able to indulge his taste for the best in literature from his own fine library.



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He was born at Mt. Carroll, Carroll County, Illinois, January 5, 1855. His father, John B. Bolinger, was born in Altoona, Pennsylvania, and his mother, Sophia Corbin, at Huntingdon in the same State. They migrated to Carroll



SANFORD HENRY BOLINGER

Sanford H. Bolinger

Left to their own guidance young men, at the outset of their careers, rarely select that line of industry or that profession to which they are best adapted. Others fail after conscientious effort, because of insufficient understanding of their own limitations and the natural trend of their particular temperaments and abilities. But the wiser of them usually find their proper level, perhaps after many experiments and vicissitudes, and, once finding it, show in the particular plane in which they are settled the best that is in them. One who found his natural sphere after many efforts is Sanford Henry Bolinger, of Shreveport, Louisiana.

He was born at Mt. Carroll, Carroll County, Illinois, January 5, 1855. His father, John B. Bolinger, was born in Altoona, Pennsylvania, and his mother, Sophia Corbin, at Huntingdon, in the same State. They migrated to Carroll County in 1853, where the father followed the vocation of contractor and builder, which, perhaps, gave the son his first taste for the business which he now follows. One of six children, when only nine years old Sanford H. Bolinger realized something of the burden of the support of such a number on the little forty-acre farm which was the home of the family. During the troublous times of 1864 the family journeyed cautiously and circuitously through Iowa and Nebraska, avoiding the unrest in Missouri, and reached Kansas a week after the celebrated Price's raid. A wagon drawn by two yoke of oxen, a large lumber wagon and a one-horse wagon carried the family and all its possessions.

Young Bolinger had gone to school while in Illinois and in Kansas he had the same restricted educational advantages, attending a little school fourteen miles west of Fort Scott, the location of his father's farm, a tract which is still owned by

Mr. Bolinger's mother. When eighteen years of age he taught school for a short period. Realizing his mental limitations, however, he went to Bloomington, Illinois, where he attended the normal school in 1874 and 1875. Following this course he taught school in Oakville, a small Scotch village near where he was born; but, being the oldest son, he returned to the farm in Kansas at his father's request. In 1877 he started to work the farm on shares, but quit after getting a crop started and began teaching at Godfrey, Kansas, a coal mining town five miles from Fort Scott. After teaching one term he represented a nursery company for a year, on a salary, in western Kansas. The succeeding year he carried on a nursery business for himself, but the third year a crop shortage left him practically without means and he returned to Bourbon County, Kansas, near his home, where he taught school to earn sufficient money to pay board bills he had contracted. At the end of a year he went to Nevada, Missouri, where he became proficient in penmanship, and, returning to Fort Scott, became assistant superintendent and teacher of drawing and penmanship in the public schools.

It was not until Mr. Bolinger was twenty-seven years old that he entered the lumber business. He began in the Fort Scott yard of S. A. Brown & Co., of which Thomas Brown was manager. He received a salary of \$35 a month and continued at that wage for a period of four or five months. Then he went to Cherryvale and engaged with G. B. Shaw & Co., as assistant yardman. The company operated a large line of yards and grain elevators in Kansas, the head of the concern now being a successful Chicago banker, while M. R. Grant, the manager of the yard, is now a lumberman at Meridian, Mississippi. Two months after Mr. Bolinger had gone to Cherryvale he was given charge of the yard and the local office, handling both lumber and grain. At the expiration of a year he associated himself with John B. Carey in a concern known as the Wolf River Lumber Company, putting in a yard and running it for several years at Grenola, Kansas.

This yard subsequently was bought by the Rock Island Lumber & Manufacturing Company, business having become dull and the two yards being merged under the ownership of the Rock Island concern.

At this juncture Mr. Bolinger joined E. H. Anawalt, who was manager of the Rock Island company's line of yards, in the buying of a yard at Fort Scott. This venture proved unremunerative in a short time and the business was sold to the other yards. In 1889 Mr. Bolinger opened an office at Fort Scott for the wholesaling of yellow pine lumber for the Southern Pine Lumber Company, at the head of which concern was T. L. L. Temple, now of Texarkana, Arkansas. Fort Scott did not prove to be the proper location for that enterprise, and Mr. Bolinger opened an office at Texarkana, Texas, under the style of S. H. Bolinger & Co., the other interest being that of the Southern Pine Lumber Company, composed of Benjamin Whitaker, T. L. L. Temple and C. M. Putman. He also held a working interest in the Southern Pine Lumber Company. Later, Mr. Bolinger bought out Messrs. Whitaker, Putman and Temple, and Max I. Mosher, his stenographer, was given a share in the business.

Prior to this Mr. Bolinger had backed a sawmill concern with some of his own capital, and upon the failure of this enterprise, he assumed possession of the plant and began its operation. The mill was located at a point then known as Martin's Switch, near Lewisville, Arkansas, on the Shreveport branch of the Cotton Belt Route. The mill business was organized under the name of the Martin Lumber Company, and Martin's Switch subsequently was given the name of Bolinger. While this plant was running the company leased a mill at Alden Bridge, Louisiana, and operated it in connection with the other plant. A tract of timber was secured near Plain Dealing, Louisiana, and the plant of the Bolinger (Arkansas) concern was moved to the new location, which was named Bolinger, Louisiana.

Adversity as well as prosperity has fallen to the lot of Mr.

Bolinger, and during the commercial panic of 1893 he and his associates were financially embarrassed, though the plant was kept in operation until July, 1896. The trouble was due to the prevailing business depression and the expenditure of much money in the construction of a new mill and a railroad. The property again passed into the control of Mr. Bolinger who, with W. B. Boggs, formed S. H. Bolinger & Co., Limited. Timber tributary to the mill was bought at intervals and eighteen miles of logging railroad with spurs and a full equipment of motive power and cars is operated. The plant is a modern one and a planing mill, waterworks, electric light plant, machine shop and general store form part of the investment.

While Mr. Bolinger directs the operations of the Bolinger, Louisiana, plant, he is a stockholder and director in the E. W. Gates Lumber Company, of Yellowpine, Alabama; the principal owner in a lumber yard at Redfield, Kansas; a stockholder and director in the Continental Bank & Trust Company, of Shreveport, Louisiana, and owner of more than 40,000 acres of pine timbered lands in Alabama. He owns a farm and some property near Fort Scott and a beautiful home and other property at Shreveport. He is also a stockholder in and vice president of the Shreveport Creosoting Company, Limited, of Shreveport, Louisiana, organized in 1906 with a paid in capital of \$150,000.

He stands high in the order of Odd Fellows, and was one of the earliest to join the order of Hoo-Hoo. He is a stockholder and a prominent member of the Athletic Club of Shreveport.

Mr. Bolinger married Miss Florence Green, a daughter of Rev. J. H. Green, of Redfield, Kansas, at Wyandotte, Kansas, June 9, 1883. Of this marriage have been born two sons and two daughters—Bannas Hudson, John Harvey, Minta Ursie and Isa Nancy Sophia Bolinger. Bannas Hudson, the eldest son, who recently has come of age, is a stockholder in the company and its assistant manager.



Thomas S. Foster

Rising from an insignificant position in the lumber yard to the position of vice president of the Foster Lumber Company, Thomas S. Foster has achieved his success through his power of commercial creation and his executive ability, combined with the foresight which has enabled him to take advantage of opportunities.

Thomas Sampson Foster comes of a family of lumbermen, his father, John Foster, having been prominent in the industry for many years, while several brothers are today engaged in manufacturing lumber in the southwestern section of the country. He came by his predilection for lumbering naturally, though his advancement was not made by one jump, but has been step by step, from a comparatively simple and unimportant position. His whole life has been spent in the lumber business and his efforts have not been in vain, for he now is vice president of the Foster Lumber Company, of Kansas City, Missouri, and has interests in two score other operations, in all of which he has a more or less active part to play. He is the son of John Foster and Letitia L. (Sampson) Foster, his brother, John B. Foster, Samuel A. Foster, James N. Foster and W. Foster. He was born February 16, 1861, at Fort Scott, Kansas, where his father at that time was making a lumber business. In this thriving and growing town he was reared with all possible advantages for his education. When he reached the age of 18 he went to the University of Kansas, where he proved himself a well-rounded man, and at the age of 21 he graduated when he left for the age of 21.

Mr. Foster was anxious to have his son learn the lumber business, and he himself followed so successfully.



THOMAS SAMPSON FOSTER

Thomas S. Foster

Rising from an unimportant position in a retail lumber yard to the active management of one of the largest manufacturing yellow pine concerns in the Southwest is, in brief, the career of Thomas S. Foster, of Houston, Texas. His success has come through his power of commercial creation and his executive ability, combined with the foresight which has enabled him to take advantage of opportunities.

Thomas Sampson Foster comes of a family of lumbermen, his father, John Foster, having been prominent in the industry for many years, while several brothers are today engaged in manufacturing lumber in the southwestern section of the country. He came by his predilection for lumbering naturally, though his advancement was not made by one jump, but has been step by step, from a comparatively simple and unimportant position. His whole life has been spent in the lumber business and his efforts have not been in vain, for he now is vice president of the Foster Lumber Company, of Kansas City, Missouri, and has interests in two score other operations, in all of which he has a more or less active part to play. He is the oldest son of John Foster and Letitia L. (Sampson) Foster, his brothers being Ben B. Foster, Samuel A. Foster, James N. Foster and George W. Foster. He was born February 16, 1861, at Leavenworth, Kansas, where his father at that time was running a lumber business. In this thriving and prosperous city, even at that day, he was reared with all possible care and attention by his parents. When he reached the age at which he could enter the public schools he proved himself a willing pupil, so that he had an excellent education when he left school at the age of eighteen years.

Mr. Foster, Senior, was anxious to have his son learn the lumber business, which he himself followed so successfully.

His wish was to have the young man lighten some of his burdens in the management of his business. So young Thomas was sent to Irving, Kansas, in 1880, to begin his training in the yard of John Foster & Son, located at that point. The retail business was but a step in his training, yet it was one that Mr. Foster looks upon as being of considerable importance in the shaping of his career. The Irving yard was a busy one, catering to the needs of a large agricultural community. The young employee, despite his family connection with the owners of the yard, was given no privileges not enjoyed by his co-workers. He tallied lumber, learned to grade and inspect, entered the office and mastered its details and, lastly, looked after the trade, as a salesman.

After a residence at Irving of several years Mr. Foster was transferred by his father, John Foster, head of the household and pioneer in the business, to Randolph and subsequently to Leonardville, both in Kansas, in each instance taking charge of the yards at those points. All the while he was gaining in experience and demonstrating his capabilities of managing a business of greater magnitude than those with which he thus far had been entrusted. As Kansas was becoming more settled each year, the prospects of doing a larger volume of business became evident and Mr. Foster began the establishment of yards in some of the growing pioneer towns in western Kansas, for John Foster & Son. He put in yards at Alma, Norton, Colby, Goodland, Oberlin, Scott City, Leoti and Manchester. Placing efficient and trusted men in charge of these yards, Mr. Foster became auditor for the entire system of yards conducted by the concern, and looked after the business of all of them, about fifteen in number at that time.

About 1890 Mr. Foster was sent into the South country by his father to look after the interests of John Foster & Son and to give special attention to the firm's growing business. Up to this time his experience had been mainly that of retailing, though on a broad scale, but in the South he had much to do with the buying of lumber for the yards of the concern and

was brought in contact with the mills, which gave him an opportunity to study manufacturing methods. Nine years after his entry into the South he began the buying of timber, and his purchases, up to January 1, 1906, had reached a total of 140,000 acres of yellow pine, all of which, with the exception of 18,000 acres, was virgin timber.

These timber purchases were made for the Foster Lumber Company, which was organized in 1896, as the successor to the firm of John Foster & Son. A mill was built at Clinesburg, Texas, in 1894, which has a daily cutting capacity of 150,000 feet, dry kiln capacity for the mill cut, and a shed that will hold 600,000 feet of lumber. Backing up this mill is a timber supply of approximately 500,000,000 feet.

When the Walker County Lumber Company was organized in July, 1902, Mr. Foster was chosen president of the concern, the other officers being M. L. Womack, Junior, vice president, and W. B. Clint, secretary, treasurer and general manager. A mill with a daily capacity of 80,000 feet was built at Elmina, Texas, the company taking its name from the county in which the plant is located. The mill is connected by a railroad with tracts of timber, owned by the company and estimated to contain 350,000,000 feet. This road is owned by the Elmina & Eastern Transportation Company, which in 1906 had about twenty-four miles of road already laid and four miles under construction. Mr. Foster is president of the Elmina & Eastern company, which has a separate organization from the lumber business. Another large manufacturing operation with which Mr. Foster is connected is the Thompson & Tucker Lumber Company, of Willard, Texas, of which he is vice president. He is interested, as well, in the Gebert Shingle Company, Limited, of New Iberia, Louisiana, which turns out 250,000 cypress shingles a day, and of which W. H. Norris, of Houston, is president. The Foster Lumber Company owns a one-half interest in the shingle concern. In addition to the concerns already enumerated, Mr. Foster has other interests. He is a director of the American National

Bank, of Houston; vice president of the Clarendon Lumber Company, of Clarendon, Texas; vice president of the Fraser-Johnson Brick Company, of Emory, Texas, and a director of the *Fort Worth Telegram*, a daily newspaper published at Fort Worth.

Mr. Foster has never interested himself in politics, for the reason that he has been busily engaged in managing the affairs of the various enterprises with which he is connected, and his diversified interests are widely scattered. He has been enthusiastic in the work of the Yellow Pine Manufacturers' Association, as all of his direct interests are in wood represented by that body. He is an Elk and a member of the Thalian Club and the Houston Golf Club, of Houston. It can hardly be said that Mr. Foster has any recreation which may be called a hobby with him. He has busied himself in the buying of timber lands and has found health and pleasure in going through the woods and estimating and examining these tracts.

Mr. Foster was twice married, his first wife having been Miss Addie Miller, of Leonardville, Kansas, whom he married November 17, 1889, and who left a daughter, Letitia J. Foster. The second wife was Mrs. Florence Wilson, formerly of Minneapolis, whom he married December 22, 1897. Mr. Foster and Mrs. Wilson had been sweethearts during their school days, but had separated and both had married.



William H. Norris

Side by side have developed out the development of the South alone can be given the energy and determination of the South the thorough knowledge of the conditions and needs possessed by the South. A true type of the man of northern nativity who has aided in the commercial development of the South is William H. Norris, of Houston, Texas. Lumbering came by inheritance to Mr. Norris. His great-grandfather, grandfather and uncle were sawmill men and it is, therefore, but a natural sequence that he, too, should engage in this industry.

William Henry Norris was born in Nottingham, New Hampshire, April 10, 1868, the fourth of that name, with but one break in four generations, who first saw light in the same room in the same old family homestead. He is the son of Abbett and Caroline (Hoague) Norris. The first William Norris and his brother Sias came from Warwickshire, England, in the eighteenth century and settled at Nottingham. The Norris family still flourishes. The great-grandfather of William H. Norris remained in New Hampshire until the "ice war" water works were built in 1870. Its capacity was about 100,000 feet a day. The best attributes of these ancestors are common to the Texas descendant.

Abbett Norris, the grandfather, was a general merchant at Nottingham. The boy obtained the rudiments of an education at the public schools near his home and then attended Putnam Academy, at Newburyport, Massachusetts. When he followed the general line of instruction and passed the examination for the Institute of Technology, of Boston, supplementing his study by a course in mechanical engineering.



WILLIAM HENRY NORRIS

William H. Norris

Side by side have the northerner and the southerner worked out the development of the industrial South. To neither one alone can be given the credit, but to the combination of the energy and sturdiness of the one with the thorough knowledge of sectional conditions and needs possessed by the other. A fine type of the man of northern nativity who has aided in the commercial development of the South is William H. Norris, of Houston, Texas. Lumbering came by inheritance to Mr. Norris. His great-grandfather, grandfather and uncle were sawmill men and it is, therefore, but a natural sequence that he, too, should engage in this industry.

William Henry Norris was born in Nottingham, New Hampshire, April 10, 1868, the fourth of that name, with but one break in four generations, who first saw light in the same room in the same old family homestead. He is the son of Abbott and Caroline (Hoague) Norris. The first William Norris and his brother Sias came from Warwickshire, England, early in the Eighteenth Century and settled at Nottingham. Sias went to Canada, where a branch of the family still flourishes. The great-grandfather and grandfather of Mr. Norris remained in New Hampshire and ran an "up and down" water sawmill that was still operating in 1876. Its capacity was about 2,000 feet a day. The best attributes of these ancestors are combined in their Texas descendant.

Abbott Norris, the father, was a general merchant at Nottingham. The boy obtained the rudiments of an education at the public schools near his home and then attended Putnam Academy, at Newburyport, Massachusetts, where he followed the general line of instruction and passed an examination for the Institute of Technology, of Boston, supplementing his study by a course in mechanical engineering.

But before he could enter the technical school it became necessary for him to go to work, and he accepted the conditions with characteristic cheerfulness.

His first work was in the wholesale grocery house of Boyd, Leeds & Co., of Boston, where he remained until the latter part of 1889. In this, his first connection with the business world, Mr. Norris began at the very bottom and rose by gradual stages to the position of traveling representative. In the cold and wet of that rigorous clime, however, he contracted successive colds which finally resulted in a severe attack of rheumatic fever, compelling him to retire from business for a time and eventually to seek a warmer climate.

Mr. Norris' entry into the lumber business was largely accidental. In going South he had no distinct purpose in view other than to avoid for a season the cold of northern winters; but he turned instinctively to his uncle, W. B. Norris, who was, and is still, a yellow pine manufacturer at Westlake, Louisiana. He was immediately attracted by the lumber business and soon joined his uncle in the management of his properties. W. B. Norris had erected at Westlake, just after the close of the Civil War, a sawmill which is still running. It was about this mill that the nephew gained his knowledge of the manufacturing end of the business. He stayed at Westlake until 1893, when he went to Houston, Texas, and entered the employ of the T. M. Richardson Lumber Company, of Oklahoma City, as traveling salesman for its Houston office, remaining with that concern nearly a year and until its Houston business was sold to the late J. I. Campbell, who afterward formed the J. I. Campbell Company, of which Mr. Norris is now the receiver.

On leaving the Richardson company Mr. Norris determined to have done with inferior positions forever, and he immediately formed a copartnership with J. B. Beatty, a man well known to the trade, under the firm name of Norris & Beatty. This firm continued in business in Houston until 1896, when it dissolved and Mr. Norris formed the W. H.

Norris Lumber Co., not incorporated. In this venture Mr. Norris had for his backer an old schoolmate and boyhood friend, W. A. Russell, of Boston, now president of the Chandler Steel Company, of Ayer, Massachusetts. Mr. Russell became the silent partner of the company and so remained for several years.

On January 2, 1902, the W. H. Norris Lumber Company was incorporated under the laws of the State of Texas, by W. H. Norris and William E. Ramsay and C. W. Penoyer, the two last named being respectively president and vice president of the Bradley-Ramsay Lumber Company, of Lake Charles, Louisiana. The capital stock of the company was fixed at \$100,000 and the following officers were elected and still hold office: President, W. H. Norris; vice president, C. W. Penoyer; secretary, N. C. Hoyt.

The Norris company is classed as both a manufacturer and wholesaler. It has a half interest in the famous Gebert Shingle Company, Limited, of New Iberia, Louisiana, and has large interests in pine and cypress mills at various places. It has large timber holdings in Louisiana for future operations. Since the date of its incorporation the company has continually strengthened its resources and increased its business until it is now recognized as one of the most important factors in the southern lumber market.

Mr. Norris is the receiver of the great properties of the J. I. Campbell Company, under the appointment of the State courts, as well as of the properties of the Warren & Corsicana Pacific Railway, and the Tyler County Land & Lumber Company. His work is so systematized and regulated that he is able to attend to these varied interests without trouble.

Mr. Norris, although of northern birth and education, has won his success in life in the South, where the best opportunities are offered to the enterprising young men of the country. He is a distinct type of the advanced business man, and, although not "to the manner born," he is bound indissolubly to the fortunes of his adopted section. His record

shows his indomitable nerve and energy and his honesty of purpose and character. His energy is not of that aggressive sort that seeks to impress itself upon others—rather he accomplishes things while others, perhaps, are dreaming. Although modest and retiring in disposition, he is a born leader and takes first rank in any enterprise—business, political or social—in which he may be engaged.

Mr. Norris is a member of the Houston, Thalian and Elks clubs of his home city, as well as of the Houston Turn Verien. He is an Odd Fellow, a thirty-second degree Mason and a Shriner. He has been the snark of the universe of the Concatenated Order of Hoo-Hoo, and is an honorary member of the great electrical order, The Sons of Jove. He has always been an active worker in the Lumbermen's Association of Texas. He is a member of the Cypress Manufacturers' Association of Louisiana and the Southern Lumber Manufacturers' Association. His election to the supreme head of Hoo-Hoo was accomplished at the Milwaukee annual in 1902, upon which occasion he was the unanimous choice of the membership assembled from every State in the Union. And thereby hangs a tale. There was but one objection to Mr. Norris in the minds of those staid business men of the North, and that was his status as a probably confirmed bachelor. While the convention did not suspect that he had a matrimonial plan afoot, he was given warning, and readily promised to appear at the next annual with a bride, or not at all. How well he kept his word those Hoo-Hoo who attended the Buffalo annual know. When Mr. and Mrs. W. H. Norris appeared on the scene it was the occasion of a demonstration which they must long remember. Mr. Norris wedded Miss Martha Cloman at El Paso, Texas, August 25, 1903, and the happy couple now possess a daughter, Lucile.



Lynch Davidson

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use advantage of them. Lynch Davidson, of Houston, Texas,
may be cited as an example of what a manufacturer and dis-
tributor of lumber may accomplish along special lines.

Lynch Davidson was born January 3, 1873, at Cotile Land-
ing, near Boyce, Rapides Parish, Louisiana, the son of Neal
Davidson and Laura (Lynch) Davidson, the former of Scotch
and the latter of Irish extraction. Bequests of prosperous
plantations made to Neal Davidson had been swept away dur-
ing the reconstruction period in Louisiana and the young
planter was forced to begin life anew. In 1874 the family
located at Groesbeck, Groesbeck County, Texas, where the
youngest son of the family spent his early years. Lynch Davidson
had not long been in Texas when he began to receive educa-
tional advantages. He was educated in the prac-
tically free school at Groesbeck until he had
attended the school for a few years. He then attended the winter
session of the school at Groesbeck until he had
reached the age of sixteen, when he had long before his school
days had gained a knowledge of what it meant to work, and
what it meant to be a man.

It was the stern necessity that led him,
at the age of sixteen, to leave the town of his birth and apply
for work at the mill of the Trinity County Lumber Com-
pany, at Groesbeck, Texas. Labor was scarce in that section in
those days, and, as the boy applicant seemed eager to do any-
thing, he was set to work about the mill handling lumber and

LYNCH DAVIDSON



LYNCH DAVIDSON

Lynch Davidson

Where hundreds of manufacturers are following but one avenue for the distribution of the product of their mills, the man who can open up and develop a practically new line and cater to it successfully is an individual to whom success is bound to come. The lumber industry in all its complexity affords such opportunities to men who are willing to find and take advantage of them. Lynch Davidson, of Houston, Texas, may be cited as an example of what a manufacturer and distributor of lumber may accomplish along special lines.

Lynch Davidson was born January 3, 1873, at Cotile Landing, near Boyce, Rapides Parish, Louisiana, the son of Neal Davidson and Laura (Lynch) Davidson, the former of Scotch and the latter of Irish extraction. Bequests of prosperous plantations made to Neal Davidson had been swept away during the reconstruction period in Louisiana and the young planter was forced to begin life anew. In 1874 the family located at Groesbeck, Liestone County, Texas, where the husband and father lived but a few years. Lynch Davidson had nothing to boast of in the way of early educational advantages, most of his education having been obtained in the practical school of life in his later years. He did attend the winter sessions at the little district school at Groesbeck until he had reached the age of fourteen years, but long before his school days had ended he knew full well what it meant to work, and work hard, for a living.

It was no boyish fancy but rather stern necessity that led him, at the age of fourteen, to leave the town of his birth and apply for work at the office of the Trinity County Lumber Company, at Groveton, Texas. Labor was scarce in that section in those days, and, as the boy applicant seemed eager to do anything, he was set to work about the mill handling lumber and

finish. He did not balk at the hard tasks he was put to and earned the pay of a man. As he grew in years and strength he worked about the machines, and finally qualified for positions at other mills and secured employment. He operated planing machines successively for the Trinity County Lumber Company; William Cameron & Co., at Saron, and the Lutcher & Moore Lumber Company, at Orange, Texas. Young Davidson was not a robust youth and the heavy labor involved in the handling of lumber about the mills was sapping his strength. Besides, he had gained a knowledge of the manufacture of lumber which he thought could be put to better use than in manual labor at a mill.

Reaching the point where his health was failing to such an extent as to demand his taking up some other occupation, Mr. Davidson, in 1891, entered the office of the M. T. Jones Lumber Company, at Laredo, Texas. He had a valuable knowledge of grading and mill work, and he used this training to excellent advantage in looking after the retail trade for the concern whose employ he had entered. It was not long before he had demonstrated his worth and given indication of his ability to handle a wider and greater range of business. The M. T. Jones Lumber Company was doing an extensive business in Mexico and it was into this country that the young and ambitious salesman was sent. Mr. Davidson was alive to the chance afforded him and during the three years he remained on the road for the Laredo house he gained an enviable reputation as a salesman. His next venture was as manager of the Monterey Sash & Door Company, at Monterey, in the State of Nuevo Leon, Mexico.

But Mr. Davidson tired of Mexican life and the sash and door business, and a desire again to handle lumber possessed him. So in May, 1897, he moved to Houston, Texas, with which city and various of its great lumbering concerns he since has been identified. His first efforts were directed to the transaction of a lumber business on his own account, but he abandoned this field to become secretary and sales manager

of the Emporia Lumber Company. It was during his five years' connection with this company, of which S. F. Carter is general manager, that he established a reputation as a business getter, for he was most successful in securing large contracts for the company. He put much energy into the affairs entrusted to him, more, perhaps, than the average sales agent is wont to do, and made himself familiar with the sources of demand, the kind of material desired by each particular buyer and the purposes to which the lumber was put.

Mr. Davidson determined to undertake a specialty business—the catering to railroad companies and other large consumers by furnishing them material upon their own specifications. With this purpose in view he organized the Continental Lumber Company, with a capital of \$100,000, in January, 1903. The Continental company was essentially a wholesale concern, and, to provide for adequate supplies of stock, he associated himself with J. M. West in organizing the West Lumber Company, at Westville, Texas, which concern now operates three sawmills having a combined annual capacity of about 40,000,000 feet of yellow pine lumber.

Having established mill connections with the West Lumber Company and made arrangements for stocks of other mills, Mr. Davidson sought business with his accustomed energy. He made a specialty of that class of trade which does not appeal to the manufacturer of yard stock or structural timbers. The business established in 1903 has been a success from its inception. In 1904 Ben S. Woodhead became associated with Mr. Davidson and has proved an extremely valuable lieutenant. The Continental Lumber Company probably handles more tie contracts than any other concern of like capital. It furnishes any kind of tie that may be desired and in almost any quantity. The company also handles more treated ties than any other lumber institution. Approximately 70,000,000 feet of lumber is distributed each year by the company.

Besides being the executive head of the Continental Lum-

ber Company, Mr. Davidson is vice president of the West Lumber Company, which has a paid-in capital of \$200,000, and holds the same relative position in the Mutual Lumber Company, of Austin, Texas, a comparatively new concern organized for the purpose of putting in retail line yards throughout Texas. Mr. Davidson is a stockholder in the National City Bank of Houston.

Undue self-esteem never has marred Mr. Davidson's character. He is as pleasant and affable today as he was when he held the humble position of mill hand at Groveton. He believes in living up to a contract even if its performance costs more money than is to be received. He has exemplified his belief to his own loss; but he expects the same faithfulness to contract on the part of others, and in one case he carried the matter to the highest court to enforce his rights.

Mr. Davidson married Miss Katie H. Calvit, of Houston, June 26, 1897. Three daughters have been born to the couple—Marion, Lois and Katie Lynch Davidson. Mr. Davidson is a member of the Elks, Houston Golf and Z. Z. clubs, and is a progressive and useful citizen.



Benjamin F. Bonner

Productive in the way of big enterprises, the Southwest has been privileged also to meet its plans and dreams to market them. And as these enterprises have grown and prospered, the men in charge kept pace and maintained their commandership. A general in executive work of the oil and timber office is Benjamin F. Bonner, of Houston, Texas, who is honored as a lumberman and as a man.

Mr. Bonner is, perhaps, best known by reason of his participation in the direction of the affairs of the Kirby Lumber Company, of Houston, but his training in the industry has been from boyhood, as he was born and reared within sound of the woodsman's ax. His earlier commercial career, after leaving the piny woods of eastern Texas, was devoted for several years to the production of oil and the development of the great oil fields of Texas. A native of that Commonwealth, his main interests are centered in the Lone Star State, and he is a loyal son of the Southwest.

Benjamin Franklin Bonner was born April 14, 1869, at Lufkin, Angelina County, Texas. His father was William Henry Bonner, and his mother Malinda (Blackburn) Bonner, who came of a family well known in the woods of the Lone Star State. Benjamin was but three years old when his father moved to a point on the Neches River and established a ferry, called Bonner's Ferry, connecting by this simple means of transportation Angelina and Trinity counties, Texas. In the Neches bottoms, eight miles west of Lufkin, the elder Bonner cleared his plantation and built a rough home of logs. In that crude section Benjamin was reared. It was a restricted life, for communication with distant points was slow and awkward, the nearest railroad stations being Crockett, Texas, fifty miles away, and Shreveport, Louisiana, 100 miles away.

BENJAMIN FRANKLIN BONNER



BENJAMIN FRANKLIN BONNER

Benjamin F. Bonner

Productive in the way of big enterprises, the great Southwest has been productive also of men of brawn and brains to manage them. And as these enterprises have grown and expanded so have the men in charge kept pace and maintained their position of able commandership. A general in executive force in field and office is Benjamin F. Bonner, of Houston, Texas, who is honored as a lumberman and as a man.

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The first schooling obtained by the lad was at Wallace Chapel, in the piny woods country. It was not much of an education, but it served to stimulate his wish for a better training. When he was ten years old Frank kept the ferry, collecting toll from those who crossed the stream. He was eleven years old before he saw a railroad track or a locomotive. His schooling was extended in the winter of 1884-5 by a five months' course at Homer, Angelina County, after finishing which he entered the employ of his brother, W. H. Bonner, who had opened a small store at Lufkin, which ultimately grew into a large mercantile, banking and lumber business at that point. The untutored youth had much to learn of business methods when he began his work in the store, but his inherited intelligence quickened his grasp on commercial affairs, and from a humble clerk he developed into a broadminded, serious and capable young business man in the eight years he remained at Lufkin.

Going to Houston, Mr. Bonner joined the force of the Joe W. Davis Oil Company, working in the various departments and exerting his knowledge and control of men. He took up the distribution of oil to the manufacturers of all lines in Texas territory and demonstrated his commercial fitness to handle large affairs. The Davis concern was not incorporated, and upon the death of Mr. Davis, in October, 1896, Mr. Bonner conducted the business for a year for the widow of Mr. Davis. Subsequently, he bought the business and conducted it as the Southwestern Oil Company. Mr. Bonner built the first oil refinery in Houston and, at that time, the only lubricating oil plant in the South. Since that time the oil business established by Mr. Bonner has grown and prospered beyond his most sanguine expectations, under the management of his brother, John S. Bonner, until today the operations of the Bonner Oil Company, of Houston, are extensive within the limits of the State and extend into adjacent states.

Mr. Bonner soon became identified with other enterprises,

becoming a member of the Cotton Exchange, president of the Houston Business League, a member of the Houston Manufacturing Association and of the Houston Lumber Exchange. Subsequently, he was elected second vice president of the Planters' & Mechanics' National Bank, of Houston; first vice president of the Houston Freight Bureau, and secretary and treasurer of the Ed H. Harrell Lumber Company. He is largely interested financially in the Texas & Louisiana Lumber Company and the Central Lumber Company, which do an immense business.

In 1901 Mr. Bonner became more closely identified with the lumber industry. At that time he was chosen the active assistant of John H. Kirby in the conduct of the affairs of the Kirby Lumber Company. In this position Mr. Bonner was given the opportunity of demonstrating his unusual executive ability. The interests of the big corporation, extending over a large section of Texas, required a man of force and broad ability for their successful management. Mr. Bonner proved to be the man for the situation, and he has been Mr. Kirby's chief lieutenant through the succeeding years. The Kirby Lumber Company is, all things considered, the largest lumber organization in the United States. It controls much more than a million acres of stumpage, principally yellow pine; dozens of sawmills and planing mills; hundreds of miles of railroads and tramroads; gives employment to thousands of men, and in it are invested millions of dollars.

The confidence imposed in Mr. Bonner by his business associates, and by capitalists and large corporations with whom he had business dealings, was exemplified when he was selected as general manager of the Kirby Lumber Company upon the concern passing into the hands of receivers. This turn in the history of the company was brought about during a period of internal financial disturbance, when the company, by reason of an unusual situation thereby created, was unable to meet certain obligations in the cutting and marketing of timber it controlled. The large interests involved were unanimously in

favor of Mr. Bonner's choice as general manager of the company under the receivership, a position giving him wider scope than before and in which he has acquitted himself with remarkable ability, as shown by the marked success attending the work of the receivership.

Mr. Bonner has a delightful home in Houston, where he resides with his wife and two daughters. Mrs. Bonner was Miss Annie E. Wier, of Bunkie, Louisiana, their wedding having been celebrated April 21, 1891. The children are Garland, aged twelve years, and Annie Wier Bonner, aged seven years.

Mr. Bonner has always taken a decided interest in the politics of Texas, particularly in local affairs. In 1902 he managed the mayoralty campaign of O. T. Holt, of Houston, and, by the successful conclusion of the campaign, overthrew a political ring that had held the municipal offices of Houston for more than ten years. Since then he has taken an active part in all municipal elections, having successfully managed the last campaign, which resulted in the election of Hon. H. B. Rice as mayor.

Mr. Bonner is a quick thinker, with sound judgment and a faculty of reasoning to a thorough and safe conclusion. His many good qualities are known to hundreds who are proud to claim his friendship and who recognize in him every quality of a man. Perhaps the highest tribute which can be paid to him is the manner in which he abandoned his private interests in the oil business to devote his time to the rehabilitation of the business affairs of the Kirby Lumber Company. He brought his talents to bear in the colossal undertaking, and has accomplished great results where but little was expected. He completed a working organization sufficient to justify the founder's expectations of what could be done in the handling of a dozen large mills under one management. The severe work has told upon the robust constitution of the man and the silver streaks in his hair tell of the strain of his stewardship.





Edward H. Harrell

The world has been passing through a period of transition, and the young men of today are the ones who have taken up the torch. They are the ones who have added sound judgment to enterprise. Of this type may be mentioned Edward H. Harrell, of Houston, Texas, who, by dint of energy and determination, coupled with conservative common sense, has worked his way up from the bottom until, while only well into the thirties, he is one of the leading business men of the Lone Star State.

Edward Hogan Harrell is a son of the South, having been born in Selma, Alabama, January 2, 1868. His father, Oscar F. Harrell, was, at the time of the boy's birth, a grocery merchant and cotton factor of the little city of Selma, besides owning several plantations in that vicinity. His mother, Marie Antonette Mobley, was the daughter of a prominent plantation owner in Alabama. In 1877 the family moved to Pensacola, Florida, where the father engaged very successfully in the grocery and grain business. In 1881 yellow fever became prevalent in Florida and, as the elder Harrell's health was failing, the family moved to Bladen Springs, Alabama, hoping that the climate of that place would prove beneficial. Later, Healing Springs and Mobile, in turn, became the family residence, the death of the father occurring in the latter place in 1884.



EDWARD HOGAN HARRELL

Edward H. Harrell

The world has assumed that wisdom comes with gray hairs, and that while the young may be ambitious, progressive and forceful, the old are to be looked to for counsel. While in the main this has been true, in all ages there have been young men who have added to the attributes of youth the wisdom of old age. But this early morning of the Twentieth Century is preëminently the young men's era. Today they occupy positions of trust and responsibility in every phase of life, political and commercial. The lumber industry, especially, has been productive of a notable percentage of bright young men who have added sound judgment to enterprise. Of this type may be mentioned Edward H. Harrell, of Houston, Texas, who, by dint of energy and determination, coupled with conservative common sense, has worked his way up from the bottom until, while only well into the thirties, he is one of the leading business men of the Lone Star State.

Edward Hogan Harrell is a son of the South, having been born in Selma, Alabama, January 3, 1868. His father, Oscar F. Harrell, was, at the time of the boy's birth, a grocery merchant and cotton factor of the little city of Selma, besides owning several plantations in that vicinity. His mother, Marie Antionette Mobley, was the daughter of a prominent plantation owner in Alabama. In 1879 the family moved to Pensacola, Florida, where the father engaged very successfully in the grocery and grain business. In 1881 yellow fever became prevalent in Florida and, as the elder Harrell's health was failing, the family moved to Bladen Springs, Alabama, hoping that the waters of that place would prove beneficial. Later, Healing Springs and Mobile, in turn, became the family residence, the death of the father occurring in the latter place in 1884.

The elder Mr. Harrell left very little of this world's goods, his fortune having been expended in the fruitless search for health. So Edward found himself, at the age of sixteen years, facing the world without money and with a mother and four sisters more or less dependent upon him. But he was equal to the emergency; he went to Birmingham, Alabama, remaining in that place until the latter part of 1886, or early in 1887, occupying several subordinate positions. Not being satisfied with the outlook there and believing that with an opportunity he could make something of himself, he began to cast about for a better location.

More than one boy has been fired by the advice of Horace Greeley: "Go West, young man, and grow up with the country." It was this admonition which was the immediate cause of young Harrell's leaving Birmingham. He had heard and read much of Texas and had become convinced that in the Lone Star State a fortune was awaiting him if he had the nerve to go out and seek it. So, in the early part of 1887, he set his face toward the West, with Texas as his objective point. When he undertook the journey his funds were small and as he proceeded they shrank rapidly. The result was that when he reached Shreveport, Louisiana, he had fifty cents in his pocket, and he knew not a soul in the town. He still held firmly to his creed that determination and energy would win in the end and decided that, while he would yet go to Texas, he must have work in Shreveport for a time. Accordingly, he secured a position with the Vicksburg, Shreveport & Pacific Railway, checking baggage. Never having had any experience in railroad work, but believing that he could do anything that anybody else could, he set about his task with energy.

Young Harrell's vim evidently attracted the attention of the business men who chanced to observe him about his daily duties, for after sixty days he was offered a position by John R. Jones, a large mill owner and lumber dealer of that time. Notwithstanding the fact that his other positions had required

all his time during the hours of day, Mr. Harrell had learned shorthand and typewriting at night without the aid of an instructor, his sole guide being a textbook on shorthand. His duties with Mr. Jones were those of stenographer and invoice clerk. With the lumberman he did well and was able to hold the position without difficulty, despite the fact that it was his first attempt at shorthand work.

After about a year, however, the old desire to go to Texas began to assert itself once more, and he left Mr. Jones and started for the great State of the Southwest, believing that by putting forth the proper effort a young man could succeed in so great a commonwealth. San Antonio was his first stop, but the search for a position there proved fruitless and after a few days he decided to try elsewhere. Fort Worth was then visited and on the day after reaching that city a position as stenographer and court reporter was secured with Meade & Bomar, attorneys at law. In this work Mr. Harrell succeeded, as he did in everything he attempted, but he had already become fascinated with the lumber business and decided to get back into it.

One day, while reading the daily paper, an advertisement of the Texas Tram & Lumber Company, of Beaumont, Texas, caught his eye. A good stenographer was wanted, and he put in his application. In a few days a letter came advising that the position had been awarded to him and he immediately went to Beaumont. For six months—from January to June, 1889—Mr. Harrell remained with the company, but the location being unfavorable to his health, he resigned at the end of that time to fill a similar position with the M. T. Jones Lumber Company, of Houston.

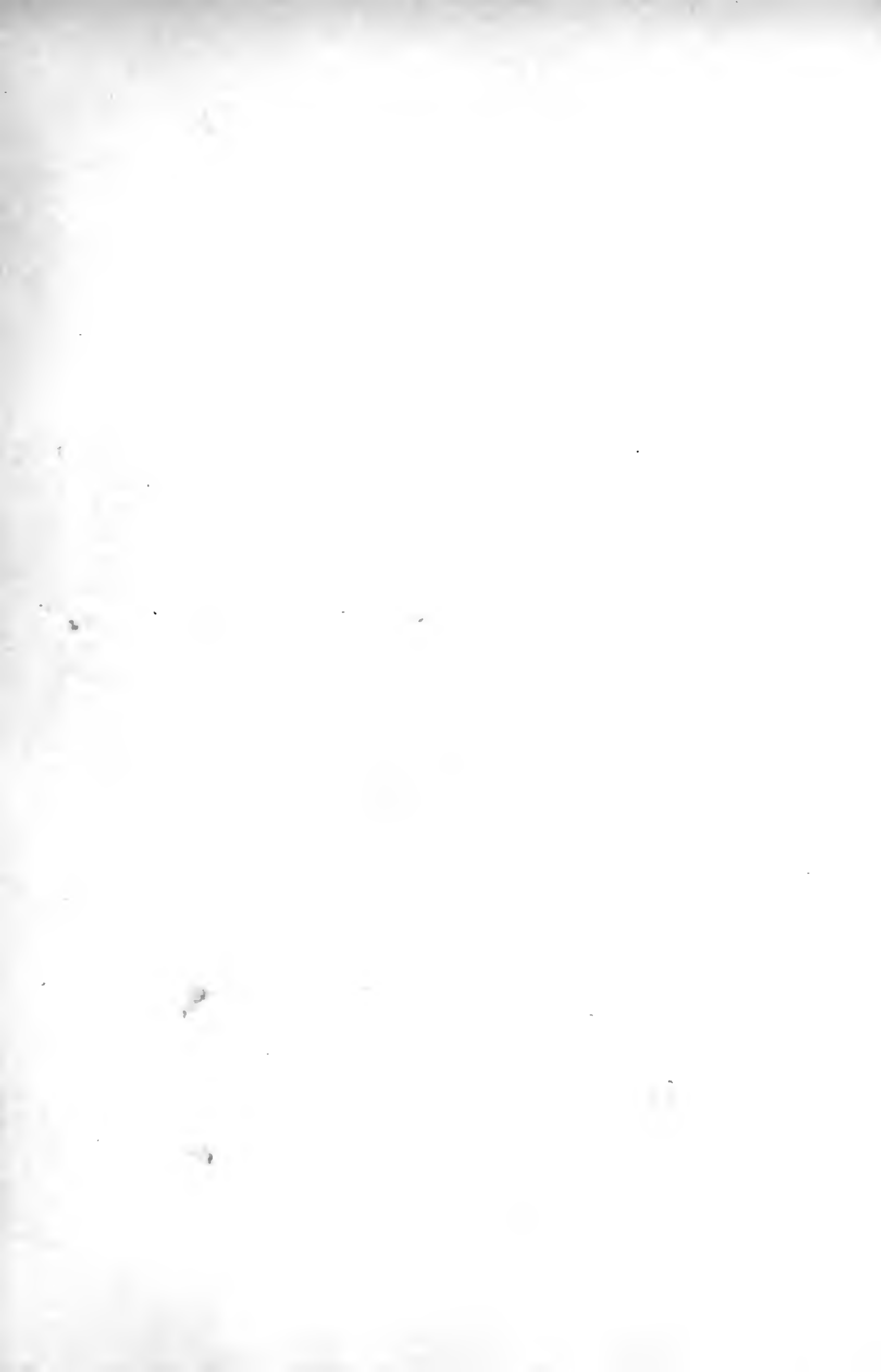
After serving the M. T. Jones company one year as stenographer and general office man Mr. Harrell was given the position of traveling salesman, his territory being Texas, Indian Territory, Kansas and Nebraska. He proved efficient in the new capacity and rose rapidly in the estimation of his employers. He remained with the company until the latter part

of 1896, or nearly seven years. At that time he resigned to embark in the lumber commission business with L. B. Menefee, of Fort Worth. In January, 1897, the Houston office and yard were opened under the firm name of L. B. Menefee & Co. This partnership continued until April, 1902, when Mr. Harrell withdrew and established what is now known as the Ed H. Harrell Company.

The company of which Mr. Harrell is president is incorporated with a capital of \$200,000 and operates one of the largest sash, blind and door factories in the Southwest, built in 1902, and a large box factory, built in 1904. Mr. Harrell, as president of the concern, devotes his personal attention to the management of all of its affairs. The company operates extensively and the output of both plants finds great demand. The amount of money constantly involved is more than \$250,000. To keep everything intact and running smoothly requires much executive ability. When the Ed H. Harrell Company was launched a large retail lumber yard was run in connection with the sash and door business, but as the latter grew, even beyond the fondest hopes of its promoters, it was found expedient to dispose of the lumber yard and devote all energies to manufacturing. The output of the plant consists of doors, blinds, sash and mouldings, of cypress and pine, the native woods of Texas.

Mr. Harrell is president of the Harrell-Votaw Lumber Company, which was organized in 1905 with a capital of \$100,000. The company built a band sawmill at Bruce, Orange County, Texas, and began operations January 1, 1906.

Mr. Harrell stands high in business and financial circles and enjoys the esteem of all who are acquainted with him. He is a director in several institutions of Houston, among others the Planters & Mechanics' National Bank. He takes an interest in all enterprises looking to the betterment of the business conditions and the welfare of Houston and Texas, and is president of the Manufacturers' Association of Houston.





Rufus H. Vansant

Talent for organization is often to be found along the lines of commercial enterprise. The combination of various individuals to work together toward a common goal, is a faculty possessed by but few men. A man may have the ability successfully to organize a small business and yet, when it comes to the organizing of a large number of one of the country's great industries, he may utterly fail. The power to effect successful organization is a natural gift rather than an acquired ability, and a lumberman who has demonstrated in a remarkable manner the possession of this talent is Rufus H. Vansant, of Ashland, Kentucky.

Rufus Humphrey Vansant was born in Martinsburg, northeastern Kentucky, September 8, 1852. His ancestry upon the paternal side is traced back to Holland, while his mother belonged to a well known Scotch-Irish family of the name of Hunter. When but a little more than seventeen years of age, Rufus H. Vansant, by the death of his parents, became the head of the household consisting of younger boys and a girl. He took up the responsibility of supporting not only himself but his brothers and sister. He attended school until 1869. The following year he was appointed deputy clerk of the Circuit Court of Adams County at Martinsburg, acting in this capacity for six years, at the end of which time, in 1858, he was elected clerk of the court. These positions brought him into contact with public affairs, and also gave him opportunity for a very good insight into human nature, for which reason he now looks back upon this experience as one of the most valuable in his whole career.

During the period from 1869 to 1875 Mr. Vansant was also engaged in the timber and lumber business on the Little Sandy River in Kentucky. This business, which began in a



RUFUS HUMPHREY VANSANT

Rufus H. Vansant

Talent for organization, whether it be along the lines of commercial enterprise or in the combination of various interests to work together toward a common goal, is a faculty possessed by but few men. A man may have the ability successfully to organize and carry on his own business and yet, when it comes to the harmonizing of an entire branch of one of the country's great industries, he may entirely fail. The power to effect successful organization is a natural gift rather than an acquired ability, and a lumberman who has demonstrated in a remarkable manner the possession of this talent is Rufus H. Vansant, of Ashland, Kentucky.

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During the period from 1880 to 1886 Mr. Vansant was also engaged in the timber and lumber business on the Little Sandy River in Kentucky. This business, which began in a

small way but which was enlarged from year to year, included buying standing timber, putting it in the river and floating it to Leon, Carter County, Kentucky. In 1881 Mr. Vansant began business as a lumber manufacturer and wholesaler, serving also in the capacity of his own traveling representative to sell the lumber which he produced.

In 1894 Mr. Vansant moved to Ashland, Boyd County, Kentucky, and formed the firm of R. H. Vansant & Co. Ashland is admirably located with relation to the hardwood and poplar timber of eastern Kentucky and of West Virginia, as it is on the Ohio River not far below the mouths of the Big Sandy and the Guyandotte. At this point R. H. Vansant & Co. did business and had their logs sawed by contract at local mills, Mr. Vansant still continuing to pay much of his attention to the sales department, and, in fact, practically embodying that department in his own person. Still the business grew, and in January, 1899, the corporation of Vansant, Kitchen & Co. was organized, with R. H. Vansant, president; D. J. Taft, vice president; Charles Kitchen, secretary, and John W. Kitchen, treasurer. J. B. Hannah, a brother-in-law of Mr. Vansant, was a stockholder and director in the company, which still continues in its original form.

During the year preceding the organization of Vansant, Kitchen & Co., the gentlemen contemplating incorporating in that form took a very important step by becoming holders of standing timber, as well as buyers of logs and manufacturers and wholesalers of lumber. In that year, 1898, they bought of George & Albert Pack & Co. timber holdings which that concern had owned at the head of the Big Sandy River, the stream which forms the boundary line between Kentucky and West Virginia. This original purchase has since been considerably increased by local purchases of smaller or larger tracts, so that, while manufacturing continually from its own timber, the company has either annually increased its holdings or held them at a level, notwithstanding the amount it has logged. This was true up to the year 1905 when the stump-

age holdings were cut into slightly in order to produce a log crop for 1905, which was said to have been larger in that year than that of any other concern operating upon the Ohio River or any of its tributaries.

At the time of the incorporation of Vansant, Kitchen & Co. it acquired its present sawmill, advantageously located upon the Ohio River about two miles above Ashland and having ample yard space and excellent shipping facilities. The concern has come into considerable prominence in the lumber world by the manufacture, in the most modern way from a high grade of logs, of specially high grade lines of poplar lumber.

Mr. Vansant is no longer, as he once was, the entire sales department of the institution, although he still visits important buyers and maintains his acquaintance with the old friends that he made when upon the road, and probably he has today a wider personal acquaintance among the heavy yellow poplar consumers of the entire country, with the possible exception of those of New England, than any other man engaged in the business.

In the Hardwood Manufacturers' Association of the United States Mr. Vansant has taken a very active interest. During the early portion of its existence he was a member of its board of directors and also of its executive board. In all this work he took a leading part, and the value of his services was fittingly recognized when, at the meeting of January, 1904, he was elected president of the association, a position which he filled with distinguished credit. In 1905 he was unanimously reëlected, but in 1906 he declined the honor that was proffered, and even urged upon him, of a continuance in that office.

Although his company is one of the largest holders of poplar stumpage and is a conspicuous factor in supplying the demand for poplar lumber, Mr. Vansant has not forgotten the time when he himself was a small manufacturer and, therefore, early in his association work, he became impressed with the idea that one of its chief objects must be to assist the

smaller manufacturers to grade their lumber so as to secure the full value of the stock which they have for sale, and to educate them to the point where they will ask such values and be able to secure them. He is recognized as an authority upon these points, and has been the chairman both of the committee on inspection and on values.

Mr. Vansant is an eminently practical lumberman, who learned his business in the hard school of experience in which he was an apt scholar. As a self-made man he need not be ashamed of his work. Since engaging in the lumber business he has devoted his entire time to it, having no other commercial interests except some real estate investments. As a good, loyal citizen he is interested in the affairs of the city, State and country, but has not played the game of politics since the years of his younger manhood.

He married Miss Anna V. Hannah, a daughter of James W. Hannah, a prominent lawyer of Martinsburg, Elliott County, Kentucky, December 3, 1879. Their family comprises two girls and two boys. Mr. Vansant is a member of the Methodist Episcopal Church, South. He belongs to the Ashland Commandery Knights Templar, and is also a Shriner.



John L. Lane

The traveling lumber salesman must become an expert in his chosen line. He must possess a thorough knowledge of the lumber from the stump to its final destination in the hands of the consumer. He must be able to select the right grades and qualities, not only of the lumber he is selling but also of the competitive woods. In fact, he must have a complete working knowledge of every possible lumber product. Besides, he must understand all lumber transportation problems, be conversant with freight rates, be an approachable, likeable man and a good talker. A man so equipped should achieve success if he undertake a lumber business on his own account, and he usually does. Prominent among successful salesmen who have built up successful businesses for themselves is John Lewis Lane, of Chicago.

He was born in Dayton, Ohio, November 27, 1859, the son of George H. Lane, an Englishman, and Mary Anne Lane, a native of Ireland. The elder Lane was an attorney and also a politician of high rank. He moved his family to Washington, D. C., when he was a child, and when his father died he was only a few years old.

John Lane took up the study of law at an early age, having attended the law school of the University of Virginia. For two years he was admitted to the bar and practiced law. But his knowledge of the law was not sufficient to satisfy him, and he was accused of being a lawless man. He was finally driven to the assimilation of the law by the study of the works of the great legal luminaries, and at the age of 21 he was admitted to the bar. He decided to forsake his professional career and enter the lumber business. He secured a position with the Cascade Lumber Company, a sawmill operation owned by Gilbert Hedge & Co. John Berry, the



JOHN LEWIS LANE

John L. Lane

The traveling lumber salesman, if he would become successful in his chosen line, must possess a thorough knowledge of lumber from the stump to its final disposition in the hands of the consumer. He must be well acquainted with grades and qualities, not only of his own wood, but also of competitive woods. In fact, he must have a good, working knowledge of every commercial wood of the United States. Besides, he must understand lumber transportation problems, be conversant with freight rates, be an approachable, likeable man and a good talker. A man so equipped should achieve success if he undertake a lumber business on his own account, and he usually does. Prominent among successful salesmen who have built up successful businesses for themselves is John Lewis Lane, of Chicago.

He was born in Dayton, Ohio, November 27, 1859, the son of George H. Lane, an Englishman, and Mary Anne Lane, a native of Ireland. The elder Lane was an attorney and also a politician of local and State fame. He moved his family to Burlington, Iowa, later famous as a lumber center, when his son John was still a child.

In accordance with the wishes of his father, John took up the study of law when he was seventeen years of age, having attended the public schools prior to that time. For two years he remained in his father's office, absorbing knowledge of the law. Although he has never been accused of being a lawless man, Mr. Lane did not take kindly to the assimilation of the precepts laid down by Blackstone and other legal luminaries, and at the age of nineteen he decided to forsake his professional career and enter the lumber business. He secured a position with the Cascade Lumber Company, a sawmill operation owned by Gilbert Hedge & Co. John Berry, the

superintendent of the company's mill, was known as one of the most thoroughgoing river lumbermen on the Mississippi, and, under his tutorage, Mr. Lane made rapid advancement in gaining a knowledge of lumber manufacturing during the year he was employed by that company.

During his stay with the Cascade concern, Mr. Lane was nursing an ambition to become a lumber salesman, and in 1880 he went to Chicago and secured such a position with the Soper Lumber Company, remaining with that company for seven years. In those days Mr. Lane's range was from Philadelphia to Denver, his best territory being Kansas, Nebraska and Colorado. Chicago at that time was just beginning to take its now acknowledged place at the head of lumber distributing points, and Mr. Lane often found himself at a hotel dining table surrounded by a score of lumber salesmen, two-thirds of whom represented houses of that city. Those were boom days for Kansas, and that State had facilities grossly inadequate for handling the great amount of business. Only two railroads crossed that territory, smaller cities having to be reached by horse and buggy. Hotels were over-crowded, and traveling in that section was a hardship. Mr. Lane once paid \$2 an hour for the privilege of sleeping on a billiard table. Frequently, on account of the high expenses, traveling men would work in the interests of all and divide an order among those who found themselves together in one town.

In 1887 Mr. Lane became general salesman for the Western Sash & Door Company, at Kansas City, Missouri, but later in the same year met with a serious accident, dislocating his knee and being obliged to remain in bed for four months. During this time he decided to forsake the selling end of the business, and, after his recovery, he joined with J. H. Tschudy, March 17, 1888, in establishing the Lane & Tschudy Hardwood Lumber Company, of Kansas City. The business prospered to such an extent that independent mill connections had to be secured, and, consequently, Mr. Lane

organized the Greenway Company, in 1890, for manufacturing purposes, at Hammett, Clay County, Arkansas. The following year he disposed of his interest in the Lane & Tschudy Hardwood Lumber Company and secured entire control of the Greenway Company, established headquarters at Kansas City and began the wholesaling of hardwoods.

After the financial panic of 1893 the demand for hardwoods decreased, and the product of the two circular mills and the stock on hand could not be disposed of to advantage at wholesale, so a retail yard was opened in Kansas City. A. H. Connelly became associated with Mr. Lane in 1895 and the business was known as the Lane & Connelly Hardwood Lumber Company, afterward succeeded by the present A. H. Connelly Hardwood Lumber Company.

On account of ill health, in 1899 Mr. Lane disposed of his interest in the Lane & Connelly Hardwood Lumber Company and traveled abroad and in this country for two years, then taking up his residence in Chicago. He associated himself with the Penrod, Prouty & Abbott concerns, manufacturers of black walnut, forming an affiliation through which he built and put into operation the plant of the East St. Louis Walnut Company, at East St. Louis, Illinois, of which enterprise he became resident manager. This business was inaugurated in 1902. Three years later Mr. Lane sold his interest and returned to Chicago, establishing the commission brokerage firm of J. L. Lane & Co. This business still continues successfully under the management of his partner. Forming an alliance, in 1905, at Fort Smith, Arkansas, under the name of the Lane-White Lumber Company, he engaged for a time in the manufacture of hardwoods. Mr. Lane was vice president and manager of this company which took over, under bankruptcy proceedings, a large plant, including a sawmill and handle factory. He retired from this concern late in September, 1906, to give his entire time to his other interests.

Mr. Lane is a pioneer in association work, and was one of the organizers and for years the secretary of the Southwestern

Lumber Dealers' Association, one of the oldest and the second largest retail association in the United States. Mr. Lane is now honorary secretary of that association, and was also secretary of the national association for several years. In June, 1896, he was elected president of the Hardwood Manufacturers' Association of Arkansas, and is a member of several of the grading rule committees of the Hardwood Manufacturers' Association of the United States, in connection with which work he was instrumental in formulating the grading rules on logs, which were adopted by the national association.

Mr. Lane was one of the early members of Hoo-Hoo. He was first vicegerent snark of Missouri, and, later, vicegerent snark of northern Illinois. In 1895, in Minneapolis, he originated an offshoot of Hoo-Hoo, later known as the Osirian Cloister. He is a thirty-second degree Mason, a Knight Templar and a Shriner, and takes great interest in all Masonic work. When a salesman he was an Elk, a Knight of Pythias and a member of other orders, but has since dropped out of most of them. His favorite recreation is golf and he belongs to several golf clubs. In politics, Mr. Lane is a Republican, but he stands more firmly for the man than for his party.

On December 18, 1888, Mr. Lane married Miss Myrtie M. Ruggles, of Chicago. Their children are Louise, aged sixteen; Marjorie, aged fourteen, and Constant, aged twelve.

Mr. Lane is now permanently located in Chicago. He had intended to direct his various interests from Fort Smith, Arkansas, but as the climate there did not agree with him, he returned to Chicago, which, he declares, shall be his home.

Although John is the name given Mr. Lane in baptism, he is better known as "Jim" to his numerous friends, and as "Jim" he is welcomed wherever he goes.





William E. Smith

Manufacturing enterprises, but always been a part of the business. In the early days of the lumber industry, capital, no matter how large, was often handled in an injudicious manner, and the golden harvest so dear to the heart of the stockholder. Especially in this day of larger things, capital and corporations are more anxious than ever to secure the young man of ability. When expenses are cut to the minimum and business operations are put on a close margin, it is a necessity that men of judgment shall be in control. The country surrounding the places where big enterprises are conducted is eagerly scanned for bright young men; men not only of intelligence but of regular habits, men who can be trusted and who show an aptitude and a liking for their work. Such a man of the younger generation in the lumber business of the United States is William Emerson Smith, of Menomonie, Wisconsin, who is now a partner and general manager of the Menomonie Lumber Company, and holding the position of vice-president of the Smith Lumber Company, an important factor in the lumber industry of the Northwest.

William Emerson Smith is one of the principal lumber producers in the Northwest, and is located in the city of Eau Claire, which was at one time a lumber manufacturing community. In the early days surrounding him, it was not unusual for a young man to be a lumberman. He is the son of William E. Smith and Kate M. (Fox) Smith, and was born in Menomonie, 1867. His childhood was much the same as that of any other healthy boy of a Wisconsin sawmill town of the period. His earliest remembrances are of the old swimming hole and the fun that he and some of his



WILLIAM EMERSON SMITH

William E. Smith

Manufacturing interests in this, as in all other countries, have always been on the lookout for young men of brains. Finding them is one of the essentials of their successful operation. It means better dividends. Capital, no matter how vast, if wrongly invested or handled in an injudicious manner, does not make the golden harvest so dear to the heart of the stockholder. Especially in this day of larger things, capital and corporations are more anxious than ever to secure the young man of ability. When expenses are cut to the minimum and business operations are put on a close margin, it is a necessity that men of judgment shall be in control. The country surrounding the places where big enterprises are conducted is eagerly scanned for bright young men; men not only of intelligence, but of regular habits, men who can be trusted and who show an aptitude and a liking for their work. Such a man of the younger generation in the lumber business of the United States is William Emerson Smith, of Memphis, Tennessee, secretary, treasurer and general manager of the Three States Lumber Company, and holding the same positions with the W. E. Smith Lumber Company, an independent concern.

He was born in Wisconsin, one of the principal lumber producing states of the Union, and in the city of Eau Claire, which was, and is still, essentially a lumber manufacturing community. With such influences surrounding him, it was only natural that William E. Smith should be a lumberman. He is the son of William H. Smith and Kate M. (Fox) Smith, and was born October 4, 1869. His childhood was much the same as that of any other healthy boy of a Wisconsin sawmill town of the period. His most pleasant remembrances are of the old swimming hole and the fun that he and some of his

companions had in riding sawlogs. His scholastic training ended with his graduation from the high school at Eau Claire, and in 1887 he found himself in Chicago, where he entered the services of the Electrical Supply Company. He occupied himself with office work during the two years he was with this concern, and so thoroughly did he pursue this work that, when he returned to Eau Claire, which he did after severing his connection with the Electrical Supply Company, he was, even at that early age, a competent office man, although not yet twenty-one years old.

About that time there had been completed in the city of Eau Claire a large plant by the National Electric Manufacturing Company, and Mr. Smith was given a minor position in the office of the concern. During his service with the company, which extended over a period of three or four years, he was gradually advanced until he was given entire charge of the office, together with the position of auditor.

While he was with the National Electric Manufacturing Company, Mr. Smith had attracted the attention of the late William A. Rust, who, when the opportunity came, placed him for a short time in the office of the Rust-Owen Lumber Company. The company was acquiring immense tracts of cottonwood stumpage in Missouri, Arkansas and Tennessee, and had organized, with headquarters at Cairo, Illinois, the Three States Lumber Company, which is today one of the largest cottonwood producers in the country. The management of the affairs of the Three States company had been growing unsatisfactory to the northern owners, and, in October, 1895, Mr. Smith was sent to Cairo as accountant and bookkeeper, and, in July of the following year, he was made secretary of the company. In February, 1897, he was made manager, with full power, although he was then but twenty-eight years of age. Since then Mr. Smith has had unlimited charge of the Three States company's affairs, and that without bond of any kind or any restraint whatsoever in regard to the conduct of the business. The head offices of this concern

are now maintained at Memphis, Tennessee, to which place they were removed on January 1, 1905, where the company's principal yards are located, and in the district tributary to which are extensive mills belonging to the company.

In October, 1900, Mr. Smith assisted in the organization of the W. E. Smith Lumber Company, being one of the incorporators. The original capitalization of the company was \$25,000, afterward increased to \$100,000. Mr. Smith is secretary, treasurer and general manager of the company, and F. R. Gilchrist is vice president. Business was conducted from Cairo until January 1, 1905, when the offices were moved to Memphis, where Mr. Smith now resides.

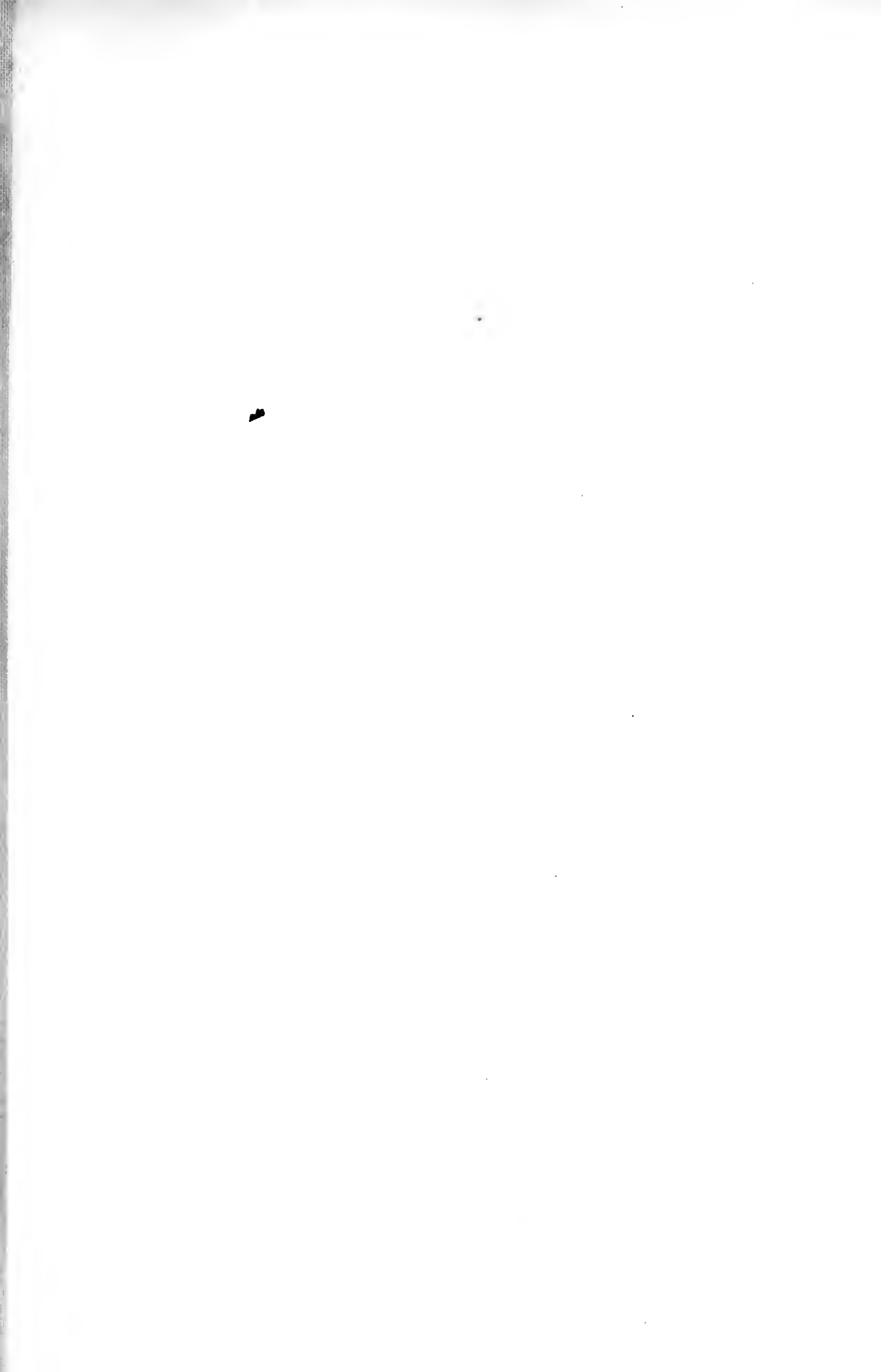
The company operates principally in hardwoods, and markets its products through Memphis, Cairo and other points along the river.

Mr. Smith is an ardent association man, having been either an officer or having served in some official capacity in the National Hardwood Lumber Association since its inception.

One of the secrets of his success is his fidelity and determined perseverance. His tenacity of purpose is shown by the manner in which he went after the matter of cottonwood inspection law, which is remembered by the members of the National Hardwood Lumber Association. When the association was organized, in May, 1896, in Chicago, Mr. Smith was on hand as a charter member and was one of the incorporators. He introduced a proposition to make the first and second grade of cottonwood six inches and up in width. It was taken, at the time, to have all the earmarks of a joke, but it was a serious matter with Mr. Smith. He accepted defeat gracefully, but came forward at the next meeting with the same request, only to meet defeat again. At the Cincinnati meeting, in 1900, he rallied his forces and succeeded for a time in drawing the battle, it being a tie vote, but again was forced to succumb. But he was not disheartened, and in the year following appeared at the Chicago meeting full of fight and proxies, and, in spite of the strenuous opposition of the

president and many prominent members of the association and even in the face of opposition from the newly organized cottonwood association, he carried his point, and since that time cottonwood firsts and seconds have been six inches and over in width.

Mr. Smith is a member of the Alexander Club, of Cairo, the business and athletic organization of the prominent young men of the city, and was on the governing board as well as being on the house committee of the Elks Club. He was the first exalted ruler of Cairo Lodge No. 651, B. P. O. Elks, and, on retiring from office, was the recipient of a magnificent diamond jewel. He is a Hoo-Hoo also. His abilities as a presiding officer and parliamentarian are often called into play at the various meetings he attends; and, with his prominence and a host of friends, he was one of the social lights of the city where he made his home. Since his removal to Memphis his health has not permitted the expenditure of much time and strength outside of his business duties.





Maxwell Sondheimer

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MAXWELL SONDHEIMER



MAXWELL SONDHEIMER

Maxwell Sondheimer

A thoroughly practical knowledge of the lumber industry, combined with a conservative judgment, is one of the main attributes of success, few failures having been scored by those who are so endowed. Contributing to a well-rounded business equipment must needs be an ability to solve the complex questions that arise and upon the correct solution of which may depend heavy losses or great gains. Business men well know that the building up of an extensive trade in any branch of industry or commerce is not the result of an accident, but is predicated upon a central directing force which is equipped to formulate a plan and to carry it to a successful termination after it has been mapped out. This directing force is characteristic of Maxwell Sondheimer, of Memphis, Tennessee.

He is the directing head of one of the largest manufacturing and wholesale hardwood lumber concerns in the United States. Only about a decade ago the operations of the company which he now directs were confined to local deliveries in a metropolitan market. With each succeeding year after he took the management the operations extended more widely north and south; the name rapidly became more familiar to hardwood buyers and users throughout this country and abroad, until now none is better known or stands higher in the estimation of the lumber public; nor is there a house in the country dealing exclusively in hardwoods which enjoys a more extended distribution or handles a larger volume of lumber.

Maxwell Sondheimer is a product of a section of the country where nature has produced big things. He was born September 30, 1859, in Healdsburg, California, and is the oldest of a family of seven children. His father, Emanuel Sondheimer, who died December 25, 1901, was in the mer-

cantile business at Healdsburg, but in 1865 moved with his family to Cincinnati. The mother of Mr. Sondheimer was Sali (Lowy) Sondheimer. Max went to the public schools in Cincinnati until his parents took up their residence in Chicago in 1875. Here he resumed his studies and graduated from the South Division High School in 1877. During his last year in school he developed a pronounced literary inclination and with a classmate, the late lamented Justice W. T. Hall, he edited and published a weekly paper which attracted much attention, especially from the school professors, who seriously objected to the too pungent articles.

After getting his sheepskin young Sondheimer, in July, 1877, essayed the hardwood lumber business, his father having begun operations and handling walnut lumber exclusively. With the exception of a year or so, when he was engaged in the coal business, he has followed this honorable vocation ever since. In May, 1881, he accepted a position with a Government surveying party and for some time thereafter he traveled through the West, leading the life of a plainsman on the frontier and otherwise enjoying the open air life and gaining health and strength.

In the fall of 1885, his father having meanwhile formed a partnership with W. O. King, Mr. Sondheimer assumed a connection with this firm and devoted himself to the buying of walnut. Upon the dissolution of the firm, in 1886, he acquired an interest in the business, which was thereafter conducted under the style of E. Sondheimer & Co. The yard was then located on Loomis Street, but in 1891 was moved to Blue Island Avenue, near Wood Street. The same year Moses Katz, who was then engaged in the lumber business at Wausau, Wisconsin, was admitted to partnership, and, until the removal of the headquarters of the concern to Memphis, in 1905, he looked after the northern buying, making his headquarters at Wausau. Mr. Sondheimer, Senior, was in charge of the financial end of the business, while the son assumed the office and sales management. In 1893 the firm

secured a new yard occupying the entire block between Wood and Lincoln streets, north of the Burlington tracks. Late in 1902 another yard and several hundred feet of dockage were secured at the foot of Robey Street. For a year or two both yards were operated, but in 1904 the Wood Street yard was vacated and the offices of the company located in a downtown office building.

In May, 1900, the partnership of E. Sondheimer & Co. was changed to a corporation and capitalized at \$150,000, with E. Sondheimer as president and treasurer; Moses Katz, vice president, and Max Sondheimer, secretary and manager. Other stockholders and directors included Henry and Rudolph Sondheimer, younger brothers of Mr. Sondheimer. After the death of the senior Sondheimer, the company was reorganized and a considerable quantity of stock owned by the deceased was acquired by a son-in-law, Moritz Glauber, of Cripple Creek, Colorado, and the following officers were elected: President and general manager, Maxwell Sondheimer; vice president, Moses Katz; secretary and treasurer, Moritz Glauber; assistant managers, Henry Sondheimer and Rudolph Sondheimer.

An important step in the company's progress was taken May 1, 1905, when the main offices were moved from Chicago to Memphis. This project had been in contemplation for some time, and the decision was reached only after the most careful investigation of the situation, especially from a hardwood manufacturing standpoint. The primary reason for this step was the decadence of northern hardwood operations and the corresponding enhancement of the southern fields. With its large interests wholly concentrated in the South, the change of location was the logical outcome of the altered conditions. A Chicago office is maintained in the Stock Exchange Building and is in charge of Henry Sondheimer.

The company operates large yards at Memphis, Tennessee; Cairo, Illinois, and Caruthersville, Missouri, assembling at those points southern hardwoods of all kinds, which are re-

ceived by rail and water for distribution over the country by rail. The company has extensive manufacturing interests at Cairo and other points in neighboring states.

Mr. Sondheimer has always been an active participant in the affairs of the National Hardwood Lumber Association, and for several years served as one of its vice presidents. At the annual meeting of the association at Indianapolis, in 1903, he came within one vote of being chosen its president. He was a pillar of the Chicago Hardwood Lumber Exchange and held the office of treasurer for two terms. He is a veteran Hoo-Hoo and has served as vicegerent snark for Illinois. In the station of junior Hoo-Hoo he has a reputation for unique and interesting work that extends all over the country and is said to have no equal in this position. He is a good speaker, witty and resourceful, and is the life of association meetings and other gatherings which he attends. Among clubs and societies he is a member of the Chicago Press Club, the Standard Club, the Masonic order, the Benevolent Protective Order of Elks and the Knights of Pythias. Since taking up his residence in Memphis he has taken much interest in the social and commercial life of that city, and is interested in several enterprises. In politics he is a Republican. Mr. Sondheimer married Miss Josephine Levy, of New York City, in 1897.



Henry C. Christy

But it is not only in the commercial world that one finds men whose energy, will power and physical strength combine so much more than altogether to give them an individual's eminence above his associates, and whose success where scores of his fellows have failed. Henry Clay Christy, of Cleveland, Ohio, is of that type of citizen whose very touch has wrought wonders in the commercial world. An individual at the head of more varied enterprises would be hard to discover, and in the lead of these are his lumber interests.

Mr. Christy is nearing the three-score mark in years, but time has dealt leniently with him and his forceful movements are those of a much younger man. He is exceptionally alert mentally and grasps a situation quickly, rendering his decisions in such short order as to surprise those who are strangers to his business methods. A story illustrative of this phase of his character is told of the way in which he became interested in a hardware store in his native State—Ohio. As a youth he was living at Warren, and one day he heard of an opportunity of securing a half interest in the business mentioned. Although his knowledge of hardware was extremely limited, he did not hesitate to accept the proposition. Within fifteen minutes after his acceptance negotiations with the proprietor of the place, the latter was a half owner in the premises and more. The result of this prompt decision is now a large and successful business, and it is in similar movements that quickness, thought, and energy prevail. Now his judgments are given with a great rapidity as was the case when he was a young business man, and when some financial success is being

It was after Hong Kong had fallen to the Japanese that the British



HENRY CLAY CHRISTY

Henry C. Christy

Difficulty is encountered in analyzing the elements of success that go to make up the character of some men. They may be endowed with ability, energy, will power and actual physical strength; yet these do not altogether reveal the secret of an individual's eminence above his associates, and of his success where scores of his fellows have failed. Henry Clay Christy, of Cleveland, Ohio, is of that type of citizen whose very touch has wrought wonders in the commercial world. An individual at the head of more varied enterprises would be hard to discover, and in the lead of these are his lumber interests.

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It was after Henry C. Christy had formed a partnership

with Isaac Kirk, to engage in the hardware business in Warren, Ohio, in 1867, that the advantage of dealing in lumber as a side line was developed. It was apparent that the two could be worked together successfully, because many of the firm's customers were builders and used a large amount of lumber. Kirk & Christy, the title under which the two men traded, immediately began the purchase of timber in Ohio and the production of ties and lumber. A ready market for the output of the firm was found and the business prospered from the start. Mr. Christy paid considerable attention to the lumber interests and acquired an intimate knowledge of the details of manufacturing.

For ten years the hardware and lumber business thrived under the direction of the two partners, who labored in entire harmony. Then it was decided to extend the firm's affairs, and Howard C. Bradley, of Cleveland, Ohio, was taken into partnership and the name changed to Kirk, Christy & Co. Subsequently, it was determined to add to its resources, and the business of the firm was incorporated as the Kirk-Christy Company, with a paid-in capital of \$200,000. Executive offices were established in Cleveland and a large wholesale yard was stocked. This business increased in volume each year of its existence.

But Mr. Christy discovered greater opportunities in the lumber industry. Large timber acreages could be purchased and developed and a wider scope of markets found. With the object of still further enlarging the business upon the plan he mapped out, the Kirk-Christy Company was, on June 2, 1902, merged into the Advance Lumber Company, a newly incorporated concern, with a capital of \$250,000. Mr. Christy was made general manager, the other officers being Howard C. Bradley, president; Isaac Kirk and G. E. Breece, vice presidents; A. G. Webb, secretary, and F. T. Peitch, assistant general manager.

In the new company Mr. Christy displayed his talents to greater advantage than ever before and the concern, under

his able and intelligent management, was a success from its inception. The Advance Lumber Company took over the mills and timber holdings of the Kirk-Christy Company, in addition to a stock of 35,000,000 feet of dry hardwoods and white and norway pine ready for shipment. The business was divided into several departments, though Mr. Christy remained directly in charge of each one.

Another enterprise which Mr. Christy was instrumental in launching is the Empire Lumber Company, of Buffalo, New York. That company was organized January 1, 1892, with a capital of \$50,000, which was later increased to \$200,000. He became president of the company and F. W. Vetter was made general manager. Offices are maintained in Buffalo, where a large stock of hardwoods is carried in the yard. Through this company Mr. Christy made a purchase of a tract of 20,000 acres of timber, mostly oak, in Chicot County, Arkansas. In the center of the tract has sprung up the town of Empire, which is connected with the outside world at Portland, Arkansas, by a standard gauge railroad twelve miles in length. A mill was operated by the company on the tract until the plant was destroyed by fire, when the sawing was given to another mill on contract.

The Kentucky Lumber & Veneer Company, of Jackson, Kentucky, is another concern of which Mr. Christy is the directing power. The company was organized September 1, 1901, with a capital of \$150,000. It owns 8,000 acres of poplar and oak timber lands and operates a modern sawmill. A standard gauge railroad, eleven miles long, connects the mill with the Lexington & Eastern Railway, at Jackson, Kentucky, over which road the product of the mill is shipped.

Mr. Christy was president of the Cuyahoga Lumber Company, of Cleveland, capitalized at \$75,000, which handles white and norway pine exclusively. He still retains his interest in the company, but has retired from the active management of its affairs. He is vice president of the Mud Lake Lumber Company, of Raber, Michigan. This company, which has a

capital of \$50,000, owns a large tract of timber land in the upper peninsula of Michigan, in connection with which a mill is operated at Raber. Mr. Christy is a director in the Cleveland Land & Timber Company, the Northern Ohio Lumber Company and the Worden Lumber & Manufacturing Company, of Cleveland, and of the West Virginia Timber Company, of Charleston, West Virginia.

But the interests already enumerated do not by any means comprise the whole of Mr. Christy's enterprises. He is president of the McCart-Christy Company, of Cleveland, one of the largest wholesale grocery houses in the country, doing a yearly business of approximately \$3,000,000. The company was incorporated January 1, 1900. He is president of the Warren Hardware Company, of Warren, Ohio, which concern manufactures steel ranges that have a sale all over the country. He is also a director of the Standard Brick Company, of Cleveland, which has one of the most complete plants in the United States, with an output of 100,000 bricks a day.

In financial affairs Mr. Christy has made a success, as he has in every business with which he has connected himself. When the Colonial National Bank of Cleveland was organized in 1898, Mr. Christy became its president, and on its consolidation with the Union National Bank he became vice president of the latter institution and chairman of its discount committee. The bank was established by the late Senator M. A. Hanna and is one of the foremost commercial banks of the country.

The only relaxation from business cares Mr. Christy enjoys is with his family, all his leisure hours being spent with them. He is an enthusiastic automobilist and can often be seen in the evening enjoying a run in his touring car through the parks and boulevards of Cleveland.





Barnes

One of the most successful lumbermen in the West is Charles I. Barnes, of Toledo, Ohio.

He served his apprenticeship in the retail yard to good advantage is Charles I. Barnes, of Toledo, Ohio.

He took up his lumber career in 1883, at the age of twenty-one years, by engaging in a clerical position with a retail yard in Toledo, Ohio. He spent five years with this employer in that thriving city, where he has since become a prominent figure among its enterprising lumbermen. In 1889 he entered into partnership with Clinton A. Mauk, as Barnes & Mauk, and the firm has been successful in building up an immense business in all the states from the Atlantic to the Pacific.

Charles I. Barnes is the son of George G. Barnes and Elizabeth Barnes, born June 23, 1862, at Toledo, Ohio. His father and his grandfather were both lumbermen, and his maternal side were agriculturists. His father having migrated to Michigan in 1848, he did not adopt the farming life, but he did not adopt the lumbering life, and he was due to the ambition of his father to enter a commercial life, and they educated him accordingly. His scholastic training was in the public schools of Toledo through the various grades of which he passed, from the lowest to the highest. Having finished school young Barnes assisted in the operation of the farm until 1883, when he had reached manhood.

CHARLES I. BARNES



CHARLES I. BARNES

Charles I. Barnes

One of the best schools in the lumber industry, and one that has turned out hundreds of well-equipped pupils who have given creditable exhibition of their training, is the retail lumber yard. It is in the dingy office or among the piles of a small yard that the student comes into contact with the consuming class and gains intimate knowledge of its needs, and acquires at least a superficial acquaintance with the business of the wholesale distributor and the manufacturer. One who served his apprenticeship in the retail yard to good advantage is Charles I. Barnes, of Toledo, Ohio.

He took up his lumber career in 1883, at the age of twenty-one years, by engaging in a clerical position with a retail yard in Toledo, Ohio. He spent five years with this employer in that thriving city, where he has since become a prominent figure among its enterprising lumbermen. In 1889 he entered into partnership with Clinton A. Mauk, as Barnes & Mauk, and the firm has been successful in building up an immense trade in the northern states from the Atlantic to the Pacific.

Charles I. Barnes is the son of George G. Barnes and Elizabeth (Miller) Barnes and was born June 23, 1862, at Dundee, Monroe County, Michigan. His father and his grandparents on both the paternal and maternal side were agriculturists, the early members of the family having migrated to Michigan from the Empire State. That he did not adopt the vocation of his father was due to the ambition of his parents to have him follow a commercial life, and they educated him for that purpose. His scholastic training was in the public schools of Dundee, through the various grades of which he passed, from the lowest to the highest. Having finished school young Barnes assisted in the operation of the farm until 1883, when he had reached manhood.

Mr. Barnes himself is not able to give a reason for his being drawn to the lumber industry as an attractive field in which to labor. Suffice it to say that he sought and obtained a position in the office of James Mason, who at that time conducted a retail yard at Toledo, Ohio. As a clerk or bookkeeper the young man paid strict attention to his duties and quickly absorbed the methods of doing business. He availed himself of every opportunity to get out into the yard so that he could handle lumber, familiarized himself with grading and prices and stored up a fund of information to be drawn upon when a chance offered. As Mr. Barnes showed he could handle customers and make sales, additional duties besides keeping accounts were put upon him by his employer, and during his later service he was intrusted with much of the buying of stock for the yard.

In 1888, after Mr. Barnes had been associated with Mr. Mason for five years, the yard business at Toledo was sold to Chesbrough Bros., who later were succeeded by the Chesbrough Lumber Company. Mr. Barnes continued with the new owners of the business, who were pleased with the record of the young man as an executive head. He was given a larger share of the active management of the business as he demonstrated his worth, and from 1888 until 1897 he dealt with the customers of the house and had much to do with the buying of lumber for the yard. In this period of ten years he observed closely the trade in general, and the announcement that he was going to resign to go into business for himself was received with regret by the company.

After fifteen years spent in the retail lumber business Mr. Barnes was well equipped to engage in the wholesale trade. It was with this purpose in view that he resigned his position with the Chesbrough Lumber Company, in 1897, to begin a few months later, in 1898, a distributing business under his own name. He established his headquarters in Toledo, taking a step that has since proved to have been well advised. He was acquainted with the personnel of the trade

tributary to the Maumee River district, so that he had little difficulty in getting a large volume of business from the start. He continued this business until May 4, 1899, when he became associated with a personal and business friend—Clinton A. Mauk—and the firm of Barnes & Mauk was launched to conduct a wholesale business. Mr. Mauk himself was an experienced lumberman, so that the combination was an effective one.

Experience had taught both Mr. Barnes and Mr. Mauk that dependable mill connections were of as great importance in the making of a profitable business as were grades and prices. When planning for stocks of white pine, hemlock, yellow pine and the hardwoods of Michigan the firm sought the most reputable producers, with whom contracts were made. The theory was that, while the best manufactured lumber was the most acceptable, it also was necessary to have mills from which the needs of the customers of the house could be supplied promptly. Satisfactory connections were made by Mr. Barnes and his partner, the good results of which are shown in the ever increasing volume of business handled. In the first year of the partnership the trade sought was restricted to a comparatively small territory, but today the business transacted is with concerns in at least half of the United States.

The value of Pacific Coast products early impressed itself upon Mr. Barnes and his associate. It was evident that a substitute for white pine and hemlock would be demanded because of the growing scarcity of these woods. The situation was gone over carefully and the firm undertook the work of introducing to its eastern trade the sugar and white pine of California, and the cedar, fir and red cedar shingles of Washington. In 1902 arrangements were concluded for the handling of Pacific Coast woods in an intelligent and modern manner, a direct representative being placed on the Coast and the output of two California mills contracted for. The firm, better to conserve this trade, built three large storage warehouses at Toledo, two of the buildings being 50 by 350 feet

and the third 50 by 400 feet. These warehouses permit of the shipment and storage of several million feet of Coast woods, from which mixed carloads can be shipped promptly to any point in the East. By this arrangement the firm overcame the objection of many dealers to having to accept full carloads of Coast products which could not be disposed of quickly, and at the same time obviated the delay incident to shipments from the Pacific territory.

The main offices of Barnes & Mauk are in the Gardner Building, Toledo. A branch office is located in the Lumber Exchange, Seattle, Washington, where Henry S. Stine, who has been connected with the firm since 1903, is in charge. The latter has charge of the shipments and business on the Coast and looks after the customers of the house in the middle West. In the New England states the business of Barnes & Mauk is cared for by the Harlow Lumber Company, of Hartford, Connecticut.

Mr. Barnes married Miss Jennie Van Pelt, of Sylvania, Ohio, November 9, 1886. One child, a boy—George Thomas Barnes—was born of this union. Mr. and Mrs. Barnes are members of the Methodist Church. Mr. Barnes is a Mason and is a member of the Blue Lodge, the Commandery, the Consistory and the Mystic Shrine, all of Toledo. He is a Republican in politics, though he has never essayed to become a politician. He has no fads, and is satisfied, after a day of business, to enjoy his family and the comforts of his home.



Clinton A. Mauk

Like the expert navigator, the business man who steers his ship according to the chart and compass, the successful businessman who follows the industrial course to be followed, the prudent sailor who knows the rocks and shoals are to be found by the experienced carrier or the captain of a business enterprise, that neither may relax his vigilance until the safe harbor is reached. Clinton A. Mauk, of Toledo, Ohio, has steered his ship of business along a successful industrial course and well can be said to have made a profitable voyage. Not only has he been successful in a business way, but he has gained the enviable position he holds today as a member of the progressive firm of Barnes & Mauk without having sacrificed friends or made enemies. His training in the lumber trade before he ventured to engage in business under his own name was thorough, as he was associated with his father in the conduct of a retail yard before going to Toledo, where he joined the forces of a leading wholesale business. In 1890 he was in the employ of this company, where he had the opportunity to study the industry in all its branches, and the thoroughness he displayed as an employee was the basis of the success which has attended his career in business.

Clinton A. Mauk was born September 15, 1869, at Lima, Allen County, Ohio. His father was Alvah W. Mauk, and his mother, Deborah N. (McMillan) Mauk. During the months of the Civil War Alvah W. Mauk was a first lieutenant in the Thirty-third Ohio Infantry, serving in sixteen engagements. The regiment formed part of the army in the famous march of General Sherman through Georgia. Going to Lima upon the close of hostilities, the soldier made his home there and, in 1870, opened a retail lumber yard in



CLINTON ALVAH MAUK

Clinton A. Mauk

Like the mariner who guides his ship according to the chart and compass, on an ocean voyage, so must the man who pursues a commercial career outline a safe course to be followed unerringly. Rocks and shoals are to be found by the commander of a cargo carrier or the captain of a business enterprise, so that neither may relax his vigilance until the destined harbor is reached. Clinton A. Mauk, of Toledo, Ohio, has steered his ship of business along a successful industrial course and well can be said to have made a profitable voyage. Not only has he been successful in a business way, but he has gained the enviable position he holds today as a member of the progressive firm of Barnes & Mauk without having sacrificed friends or made enemies. His training in the lumber trade before he ventured to engage in business under his own name was thorough, as he was associated with his father in the conduct of a retail yard before going to Toledo, where he joined the forces of a leading wholesale house. In the ten years he remained in the employ of this one concern he had ample opportunity to study the industry in all its phases, and what attentiveness he displayed as an employee is reflected in the success which has attended his career as a wholesaler.

Clinton Alvah Mauk was born September 15, 1869, at Lima, Allen County, Ohio. His father was Alvah W. Mauk, and his mother Winifred N. (McMillan) Mauk. During the conflict of the Civil War Alvah W. Mauk was a first lieutenant in the Thirty-third Ohio Infantry, serving in sixteen engagements. His regiment formed part of the army in the famous march of General Sherman through Georgia. Going to Lima upon the close of hostilities, the soldier made his home there and, in 1870, opened a retail lumber yard in

partnership with B. F. Dunan, as Mauk & Dunan. That business was continued until 1887, when Mr. Mauk sold his interest to his partner and moved to Spencerville, Ohio, where he opened a yard and remained in control until fire destroyed it in 1897. Because of his advanced age Mr. Mauk retired. It was in the Spencerville yard that Clinton A. Mauk had his introduction to the lumber business, and where the principles of honesty and integrity were instilled in his mind by his father, to be followed throughout his life unvaryingly.

It was in the public schools of Lima that Mr. Mauk began his education, which was amplified by a course at the Ohio Northern University, at Ada. He graduated from this institution in 1887, and a short time thereafter decided to learn the lumber business, entering the yard of his father at Spencerville. The parent had a watchful eye over his son, and placed him at the beginning in a humble position where he might learn the work of handling lumber before being put in the office. The college man had gained a fair knowledge of the business when he moved to Toledo in January, 1889, to enter the employ, as bookkeeper, of the wholesale lumber firm of Kelsey & Freeman.

For ten years Mr. Mauk was connected with the Toledo firm, where he obtained a schooling in the business such as would have been almost impossible to secure anywhere else. From bookkeeper he was advanced to the position of chief accountant, and, in time, practically took charge of all the office work for his employers. In less than two years he was made one of their force of traveling salesmen, in which capacity he served during the remainder of the time he was in their employ. The knowledge of marketing stocks and the acquaintance he formed during that period formed a valuable asset of his later career. The wholesale business was much to his liking, and he gained a thorough understanding of the buying of stocks and their distribution to the trade. It was such a schooling as Mr. Mauk desired, for he was planning

the day when he might engage in the wholesale business himself.

The longed-for opportunity to gratify this ambition came in 1899. At that time Charles I. Barnes had been engaged in the wholesale business in Toledo for about a year, and Mr. Mauk had met him frequently. The two men determined to establish themselves as wholesalers, and, on May 4, 1899, the firm of Barnes & Mauk made its initial bow to the trade. The success which has attended this combination of forces is little less than remarkable. Mr. Mauk had formed high principles of what a business should be, which were, fortunately, shared by his partner. The long acquaintance of both men with the producers of the North and South permitted of their forming the best mill connections for stocks of white pine, hemlock, Michigan hardwoods and yellow pine. The firm was not hampered by a lack of capital at the outset, and within a year the energy and ability of Mr. Mauk and his associate resulted in the building up of a large clientele in the middle West and North.

With the passing of time Barnes & Mauk extended their trade into the East and the New England states. The business for the firm in the latter section later was turned over to the Harlow Lumber Company, of Hartford, Connecticut, the orders being handled direct from the Toledo offices, located in the Gardner Building. The attention of Mr. Mauk and Mr. Barnes was attracted to the possibilities of Pacific Coast woods for consumption. The situation was considered carefully before the conclusion was reached that a steady demand for Coast lumber could be created, provided the trade was cared for in a proper manner so that stock in any quantity, from a mixed carload to any number of carloads, could be delivered promptly. It meant the formation of close mill connections with California and Washington manufacturers and the arrangement of adequate storage facilities at Toledo as a central point from which shipments could be made direct to the trade east of the Mississippi River.

In 1903 agreements were completed with mills on the Pacific Coast for stocks of red cedar shingles and lumber and California white pine and sugar pine. The output of two mills in the Golden State are controlled, and large stocks are bought elsewhere. Three large sheds—two 50 by 350 feet each, and the third 50 by 400 feet—were built at Toledo. In these sheds are carried millions of feet of Pacific Coast woods to fill orders without delay for the customers of the firm. Further to provide for and improve the service of this department of the business an office was established in the Lumber Exchange, Seattle, Washington, which is in the charge of Henry S. Stine. The latter looks after the business of the firm in the western states, besides having supervision of the purchase and shipment of stocks from the mills on the Coast destined for the Toledo warehouses of the firm.

A strict adherence to approved business ethics has contributed largely to the success attained by Mr. Mauk. In all of his dealings are noticeable evidences of integrity and an insistence upon justice for both parties to an agreement. Success has in no way detracted from his ideals of commercial and social life and each day, seemingly, adds to his circle of friends.

Mr. Mauk has a delightful home in Toledo, graced by a wife and three children. Mrs. Mauk, before her marriage, December 15, 1896, was Miss Mable B. Scrafford. She is the daughter of the late Everett D. Scrafford, of Toledo, a wholesale lumberman, and the granddaughter of Daniel Scrafford, who was for many years a wholesaler of West Troy, New York. The children of Mr. and Mrs. Mauk are Stanley M., John S. and Catherine A. Mauk. The family attends the Methodist Episcopal Church. In politics Mr. Mauk is a Republican, though far from being active or ambitious in that line. He is not a club man, but spends all his leisure with his family.



William E. Litchfield

A mind broadened by the education of a liberal arts college, comprehensive enough to grasp the broadest principles of business is the strongest foundation for the most successful career and must diametrically oppose the narrowness of the average man. Litchfield is equipped with the knowledge and the ability to bring to the every-day complexities of trade achieves that which, without knowledge of details, brilliancy and masterfulness might fail to accomplish. William E. Litchfield, of Boston, Massachusetts, is a man to whom the control of detail is second nature.

He was born and brought up in the community where he chose to enter business and where he is recognized as a leading factor in the lumber industry and a citizen of high ideals. In that section of the country, where Puritanism has left its mark in the conservatism which enters largely into the management of every enterprise, Mr. Litchfield has advanced to high rank among business men. Through his efforts he has built up a business on lines of stability and permanency and has been widely honored by those who are engaged in the same business.

William E. Litchfield comes from an old and prominent family which figured in the early history of the Colony of Massachusetts. The first of the family to set foot on American soil was John Litchfield, who crossed the Atlantic Ocean from England in 1635 in the ship *Seabird*, only a few years after the Pilgrims had made the voyage in the *Mayflower*. Every epoch of the Bay State's history, succeeding generations of the family have had a part in its making, including the present generation. One of William E. Litchfield's ancestors, Joseph Litchfield, was collector of the port of Cohasset. His father was Joseph William Litchfield, who married Mary Jane Sloan. To them was born a son, William



WILLIAM ELIAS LITCHFIELD

William E. Litchfield

A mind broadened by education and experience, and comprehensive enough to grasp every detail of a diversified business is the strongest backing an honest purpose can have and must ultimately lead to success. The application of a mind so equipped to the working out and harmonizing of the everyday complexities of trade achieves that which, without knowledge of details, brilliancy and masterfulness might fail to accomplish. William E. Litchfield, of Boston, Massachusetts, is a man to whom the control of detail is second nature.

He was born and brought up in the community where he chose to enter business and where he is recognized as a leading factor in the lumber industry and a citizen of high ideals. In that section of the country, where Puritanism has left its mark in the conservatism which enters largely into the management of every enterprise, Mr. Litchfield has advanced to high rank among business men. Through his efforts he has built up a business on lines of stability and permanency and has been signally honored by those who are engaged in the same occupation.

William Elias Litchfield comes of an old and prominent family which figured in the making of the early history of the Colony of Massachusetts. The first of the family to set foot on American soil was Lawrence Litchfield, who crossed the Atlantic Ocean from England in 1635 in the ship *Seabird*, only a few years after the Pilgrims had made the voyage in the *Mayflower*. In every epoch of the Bay State's history, succeeding generations of the family have had a part in its making, including the present generation. One of William E. Litchfield's ancestors, James Litchfield, was collector of the port of Cohasset. His father was Joseph William Litchfield, who married Mary Jane Sloan. To them was born a son, William

Elias, August 4, 1861, at Cohasset, a short distance from Boston. New England schools are known as models of their type, and it was in the common school of his native town that young Litchfield's mind received its earliest training. Later, he became a student at the Derby Academy, at Hingham, where his mind was developed to a greater extent and where he was fitted to engage in a business career.

Mr. Litchfield became a resident of Charlestown, a part of Boston, in 1880, where he secured an insight into the lumber business. He entered the employ of J. Buffum & Co., lumber dealers, in January of that year. For four years he applied himself diligently to a practical study of the business, advancing from a minor position to one of trust and responsibility. Then, having sufficient knowledge of the business, in January, 1884, he opened a retail yard under his own name.

Mr. Litchfield's adherence to the retail trade was brief and his chief success and reputation came to him in the wholesale business which he established in 1887. He began in that year the wholesaling of hardwoods, the business being conducted solely by himself; he has continued it as an individual through all the years that have followed, and to him alone must be given the credit of achieving its present magnitude. The trade he built up extends throughout the New England states and the middle Atlantic states, with a largely increasing percentage to foreign countries. His methods of conducting business have met the approbation of all those to whom he ever sold an order. By reason of the reputation he has established among manufacturers of hardwoods he has secured many advantages in the acquisition and disposition of stocks.

In addition to the wholesale business which Mr. Litchfield carries on in Boston he is engaged in the manufacture of hardwoods at North Vernon, Indiana, in a section celebrated for its fine timber. He invested in this proposition with his brother, George Albion Litchfield, the same year he began the wholesale business. The operation is carried on under the name of Litchfield Bros. The mill, when bought in 1887, had a circu-

lar saw, but this equipment has been modernized in recent years by the installation of a band saw. Considerable timber is bought of farmers and log-men throughout southern Indiana, though the mill has a good reserve of standing timber. Nearly all of the stock sawed at this mill is disposed of by Mr. Litchfield direct to his customers. Besides these two interests he is a stockholder and a director of the Willis C. Bates Company, of Boston, which does an extensive business in dimension lumber, piling, railroad ties and telegraph poles.

As an association worker Mr. Litchfield has been energetic in the promotion of every project to the interest of lumberdom in general. He is allied with the National Wholesale Lumber Dealers' Association and with the National Hardwood Lumber Association. He has taken a prominent part in the councils of both associations and has represented the New England lumbermen on the hardwood committee of the national wholesalers' association, his appointment on that committee being looked upon as a recognition of his ability and intimate knowledge of the hardwood trade. He was honored by his business associates in being chosen unanimously for two terms as president of the Massachusetts Wholesale Lumber Association. He is a director of the Hardwood Manufacturers' Association.

Mr. Litchfield married Miss Cordelia A. Gilbert, a daughter of A. C. Gilbert, of Charlestown, October 26, 1883. Six children have been born of this union—Christiana, William Gilbert, Mary Frances, Cordelia Amy, George Albion and Ruth Davenport Litchfield. The first died in infancy and William Gilbert succumbed to an accidental injury sustained three years ago.

In Masonry Mr. Litchfield has taken a leading part and is a member of Henry Price Lodge, Royal Arch Chapter, of Charlestown, and Cœur de Leon Commandery of Knights Templar. He is a member of the Boston Chamber of Commerce, the Bunker Hill Monument Association, and the Congregational Club and is a life member of the Massachusetts

Charitable Mechanics' Association and the Massachusetts Rifle Association. He is engaged in charitable work among children, being president of the Children's Health Fund and has held that office since the inception of the organization, which was the first to give annual public dinners to poor children.

Mr. Litchfield is of commanding appearance, though of retiring disposition, and would attract attention in any gathering. Courteous and affable, he has a host of friends in both social and business life. He is an indefatigable worker, about his only recreation being directing the labors on the several farms which he owns and which are conducted in the same careful, methodical manner as is his lumber business.

Mr. Litchfield has in his possession—and is justly proud of the historic document—the original parchment, or license, issued to his ancestor, James Litchfield, as collector of the port of Cohasset, by King George II and signed by Harrison Gray.





GEORGE IVERS TRUE

George I. True

Sincerity needs no badge, to be worn like the emblem of an organization, to show that the wearer belongs to that great body of men who do nothing except with a conscientious effort toward righteousness. It is a virtue not lightly acquired, nor can it be cast aside or assumed as occasion may demand; it is a trait that its possessor stamps on each individual act in work or recreation. One whose every act has been dominated by sincerity is George Ivers True, of Addison, New York.

His career is significant of what can be accomplished by a strong body, a stronger heart and a fixity and honesty of purpose. He began in the thrifty community, where he long has been an honored and respected citizen, without a dollar of capital, and, by his own perseverance and industry, has amassed a competency. But while he has devoted himself all these years to the upbuilding of a business that is a success, in the fullest degree, he yet has found time to participate as a public officer in the affairs of his community and to interest himself, both by his wise counsel and material aid, in every cause tending toward the advancement of religion and education. He has erected a monument, more enduring than one of stone, in the good deeds he has performed as a citizen.

George I. True is the son of Jairus True and Jane (Kimball) True, and was born at Owego, Tioga County, New York, June 12, 1847. He and his cousin, Charles H. True, of Galveston, Texas, are the only living male descendants of their line of Henry True, an immigrant who settled in the Colony of Massachusetts in 1659. In many ways has Mr. True shown the sturdiness and stalwartness of his New England ancestors. He was about five years old when his father died, and later his mother married Philander C. Daniels. His mother was a woman of education and it was at her knee that he learned the

alphabet and multiplication tables before entering the district school, where he acquired the rudiments of the English language. Subsequently, he was sent to the Owego Academy, where he was a pupil until the family moved, in April, 1863, to Addison, Steuben County, New York, where Mr. True ever since has made his home. For a year he followed a course in the select school of the town, but at the end of that period he was called upon to provide for himself and to make a choice of his own career.

The pluckiness and determination of the youth was demonstrated by his requesting one of the leading business men of the town, Thomas Paxton, to set him to work, asking no remuneration for his services until he could prove to the merchant that he was worthy of consideration. When he was granted this request he showed his appreciation of the confidence imposed in him by his employer by taking a deep interest in what transpired about him and by giving all his energy to every task assigned him. It was not long before he was paid fifty cents a day, only to receive later \$20 a month and then \$1 a day. To the youthful True his salary was a large sum of money and he managed to save a considerable amount to provide a home for his mother and foster father, wherein they lived until their deaths many years later. Faithfully and sincerely did Mr. True serve Mr. Paxton until 1868, when he was taken into partnership by his employer and the firm of Paxton & True continued the business of general dealers in boots, shoes and groceries for twenty-five years, when the partnership was dissolved. From an enthusiastic young clerk and partner Mr. True developed into a progressive yet conservative business man and a citizen who was ever ready to respond to the call of duty.

On January 1, 1893, Mr. True became associated with James H. Park and Burton G. Winton in the manufacture of sash, doors and blinds at Addison, under the firm name of Park, Winton & True. The firm succeeded Park & Winton and controlled a factory which had been established in Addi-

son in 1855, and continued the business, which has widened in its scope each succeeding year. Mr. True from the start took charge of the financial and office end of the business, for which he was fully equipped by reason of his previous experience; Mr. Park attended to the buying of lumber and superintending the operation of the factory and Mr. Winton looked after the sales. For five years no change in the personnel of the firm took place, though the business was largely extended in that time. In 1898, Mr. Winton sold his interest in the business, a part of it being taken by his brother, Maynard Winton, and the remainder by his partners. In May, 1900, Mr. Park was forced to relinquish active interest in the firm because of ill health, and, following his death, in February, 1901, Burton G. Winton again secured an interest in the business, with which he was identified until his death, in February, 1906. During the long illness of each of his partners Mr. True shouldered their labors in the management of the business and carried it on successfully without interruption. Actively associated in the business today with Mr. True are William R. and Charles F. Park, sons of the late James H. Park, one of the original members of the firm. They are energetic young business men who are apparently destined to add to the strength and character of the enterprise.

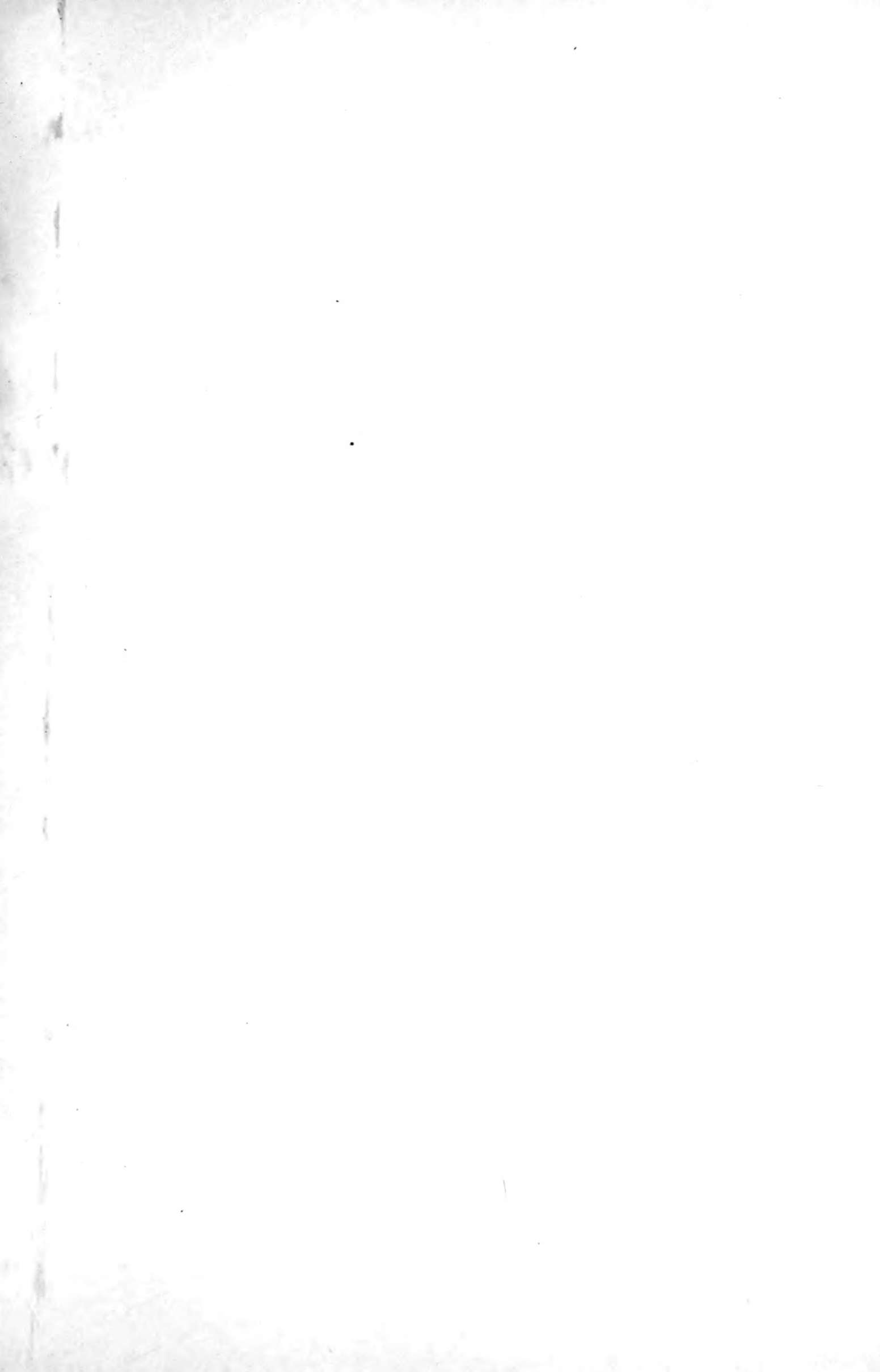
Outside of his interest in the manufacturing business of Park, Winton & True, Mr. True is a stockholder in several other lumber enterprises. Among these may be mentioned the Painted Post Lumber Company, of Painted Post, New York; the Yadkin Lumber Company, of Yadkin, North Carolina, which owns 55,000 acres of timber lands in the western part of the State, and the Embreeville Timber Company, of Embreeville, Tennessee, which holds title to 30,000 acres of timber in the eastern part of Tennessee. Of the latter concern Mr. True is vice president. He is a stockholder in and one of the organizers of the First National Bank of Addison, of which institution he has been a director most of the time since its formation. He has taken a deep interest in associa-

tion matters and is vice president of the Veneered Door Manufacturers' Association. In each of these concerns he has taken a conspicuous part by reason of his mature experience, and his advice is eagerly sought by his associates before any serious step is taken.

Mr. True married Miss Louise M. Turner, a daughter of Mr. and Mrs. John F. Turner, of Addison, June 19, 1872. They have no children, but their comfortable home has been cheered and brightened by Miss Jessica K. Turner, a sister of Mrs. Turner, since her childhood. Mrs. True is a Daughter of the American Revolution, and has given much time and money to charitable work. Mr. True is devoted to a sister, Mrs. C. C. Dawson, of Toledo, Ohio, a daughter of Mr. Daniels by his first marriage, and between the two a deep affection exists.

Mr. True, as becomes a man of the highest type of citizenship, has taken a vital interest in the municipal affairs of Addison. He is especially interested in the schools and has served several terms as a member of the board of education. He has been a trustee, director and treasurer of the Addison branch of the Young Men's Christian Association since he assisted in its organization in 1888. He is a member of the Presbyterian Church and has given liberally to its support and to its charities. In March, 1906, pressure of private business led Mr. True to decline reelection as village treasurer, a position he had held for twenty-two years. In all the offices he has held and in all the work he has undertaken Mr. True has exemplified that sincerity which has marked his whole course in life.

Mr. True never has affiliated with secret organizations. He is a member of the City Club of Addison, but practically all his leisure time is spent at home or in such recreation as he and his wife can enjoy together. He has a fondness for a good horse and finds much of his recreation in driving.





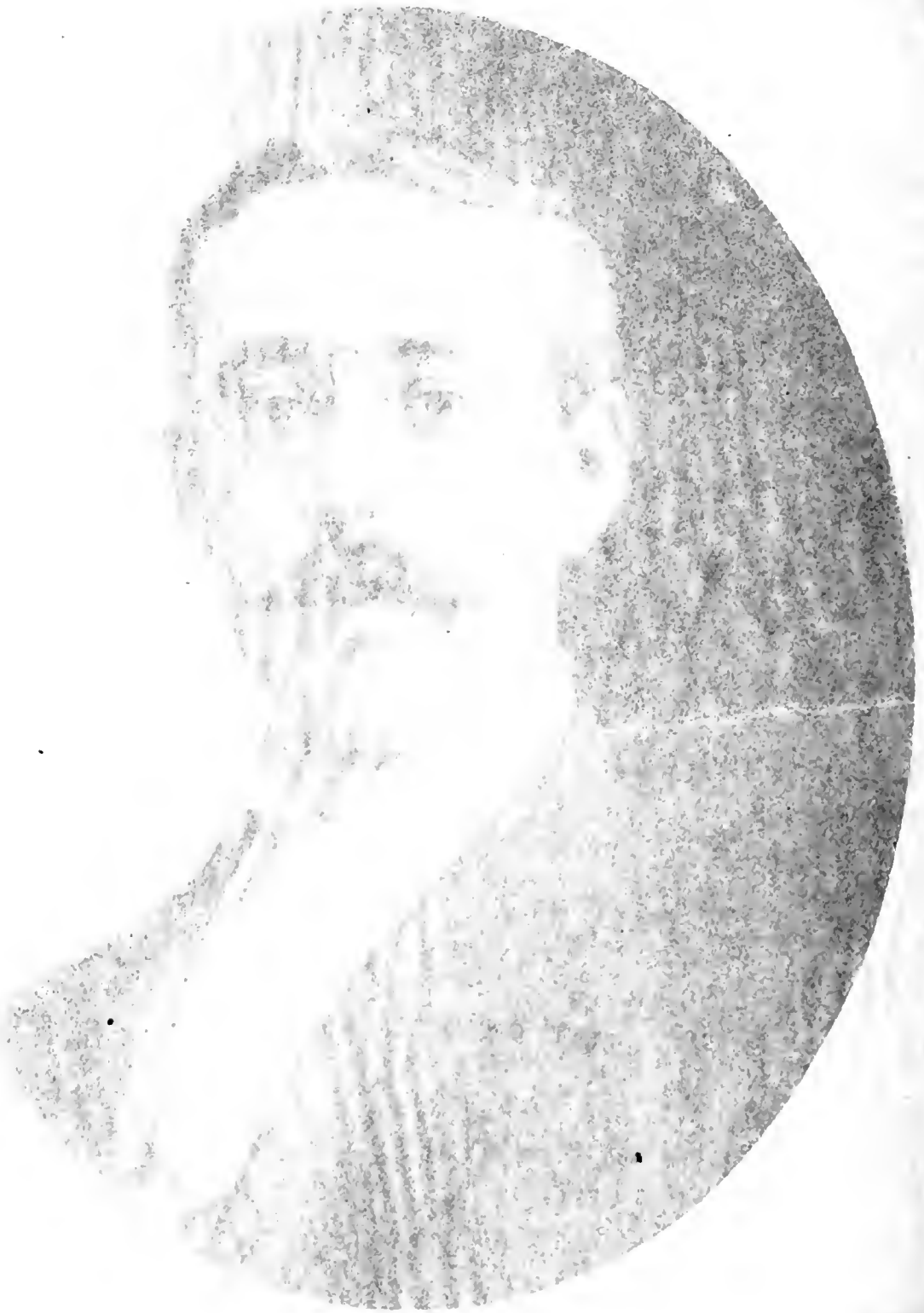
ELBERT M. WILEY

From the humble position of a clerk in a small office, through the various stages of a career in the lumber industry, man, manager, commissioner, wholesaler and manufacturer, to the position of the most prominent factor in one of the leading departments of the lumber industry of the United States is a far journey, but it outlines the career of Elbert Milton Wiley, of New York City. All his business life has been to do with what is known as North Carolina pine, which means the pine lumber manufactured in southern Maryland, eastern Virginia and eastern North Carolina, north of the longleaf pine territory. It consists of timber species which elsewhere have distinctive names, but this territory is so individual in the character of its timber growth and its production is so centered that the entire product of this district has come to be known as North Carolina pine, from the State which produces the greatest log supply. In this business the Wiley, Hubert & Camp Company is accorded premiership. Of this company the subject of this sketch is the head, and to his ambition, energy, industry and carefulness is largely due its

long standing. Blood of the Irish race flows in Mr. Wiley, a blood which has given him the energetic and artistic nature of his father, Alexander Wiley, was of Irish descent, and his mother, Annie Weller Wiley, was of English descent. The names of both families are distinguished in the Baltimore families. It was in Baltimore that the subject of this sketch was born January 5,

At an early age he attended the excellent schools of the city of Baltimore and has acquired all that Mr. Wiley can boast of.

ELBERT MILTON WILEY



ELBERT MILTON WILEY

Elbert M. Wiley

From the humble position of a boy holding a tally sheet on a wharf in his native city, working from early morn to sundown for a mere pittance, through the various stages of salesman, manager, commissioner, wholesaler and manufacturer to the position of the most prominent factor in one of the leading departments of the lumber industry of the United States is a far journey, but it outlines the career of Elbert Milton Wiley, of New York City. All his business life has had to do with what is known as North Carolina pine, which means the pine lumber manufactured in southern Maryland, eastern Virginia and eastern North Carolina, north of the longleaf pine territory. It consists of timber species which elsewhere have distinctive names, but this territory is so individual in the character of its timber growth and its production is so centered that the entire product of this district has come to be known as North Carolina pine, from the State which produces the greatest log supply. In this business the Wiley, Harker & Camp Company is accorded premiership. Of this company the subject of this sketch is the head, and to his ambition, integrity, industry and forcefulness is largely due its position.

The strong, fighting blood of the Irish race flows in Mr. Wiley's veins, combined with the energetic and artistic nature of the French. His father, Alexander Wiley, was of Irish ancestry, while his mother, Annie Welles Wiley, was of French descent. The names of both families are distinguished in the history of revolutionary times. It was in Baltimore, Maryland, that the subject of this sketch was born January 5, 1870.

An education such as the excellent schools of the city of Baltimore could furnish is all that Mr. Wiley can boast of.

He was naturally bright and an apt scholar, so that he quickly passed through the lower grades and entered the high school, finishing this course of study at the unusual age of twelve years. It was after he had left school, at the close of the term in the summer of 1882, that the lad made up his mind to start making his own living. He was industrious and was encouraged in his ambitions by his parents, though necessity did not compel him to seek employment. But he did not want to spend the summer in idleness and sought and obtained a position as boy of all work on the wharf of Brown, Graves & Co., lumber commission merchants. He worked hard, not only for the reward that was held out to him by his employers, but for the knowledge he was storing up for his future career.

For six years he remained with Brown, Graves & Co. and then became a local salesman for Stran Bros., who at that time were large handlers of North Carolina pine. Two years in this capacity fitted him for more responsible duties and, in 1890, he went to Norfolk to supervise for the firm the manufacture of lumber and to assume charge of the southern interests.

Another two years saw Mr. Wiley in New York City as a lumber commission salesman. His ability as a salesman was marked, and with the happy faculty of making and retaining friendships he soon controlled an enviable trade. In the first year of his venture he carried on a business aggregating \$200,000. In 1893 John Harker, of Norfolk, Virginia, became interested with Mr. Wiley in business, and the firm of Wiley, Harker & Co. was organized. The two men were ambitious, and worked hard for an increase in the business. Their joint efforts were of the telling kind, and in a few years the firm was handling 100,000,000 feet of lumber annually.

While distributing the product of several representative North Carolina houses, Mr. Wiley and his partner, as well as the firm of Wiley, Harker & Co., became interested financially in North Carolina sawmills. Their activity in the trade and the position they had gained in the East led to an alliance

with the Camp Manufacturing Company, of Franklin, Virginia, one of the largest producers in the North Carolina pine belt. On May 1, 1903, the Wiley, Harker & Camp Company was instituted and the entire sales of the Camp interests, as well as those of Mr. Wiley and Mr. Harker, were combined in the new corporation.

This aggregation of capital and interests was but the beginning of more extensive operations and greater success for Mr. Wiley and the gentlemen with whom he was associated. Mr. Wiley was made president of the Wiley, Harker & Camp Company, which has become the foremost North Carolina pine producing and handling concern. The company handles the output of the Camp Manufacturing Company's mills at Franklin, Dewitt, and Arringdale, Virginia; of the Cape Fear Lumber Company and the Angola Lumber Company at Wilmington, North Carolina; of the Marion County Lumber Company, Marion, South Carolina, and of several smaller mills in various parts of North Carolina and Virginia. The output of these mills aggregates 200,000,000 feet annually.

Mr. Wiley is one who looks well into the future of the North Carolina pine industry. He is no mean judge of timber and in 1904 he purchased, with his associates, a large tract of timber in Marion County, South Carolina, from which it is estimated 300,000,000 feet of lumber will be cut. To develop this tract will require the building of logging railroads, saw-mills, dry kilns and planing mills. Plans for the operations have been prepared and headquarters will be made at Marion, South Carolina.

Mr. Wiley is president of the Wiley, Harker & Camp Company, of New York City; Cape Fear Lumber Company, of Wilmington, North Carolina; Marion County Lumber Company, of Marion, South Carolina; Mount Airy & Eastern Railway Company, of North Carolina, and the Dan Valley Lumber Company; vice president of the Carolina Timber Company, of Norfolk, Virginia, and of the Charles T. Stran Company, of Baltimore, Maryland, a large wholesale distrib-

uting house. He is a director of the Angola Lumber Company, of Wilmington, North Carolina.

Much interest is evinced in organization work by Mr. Wiley, who has taken an active part in the affairs of the North Carolina Pine Association, Incorporated. He is a director of the association and has given liberally of his time and counsel to the work accomplished by the organization since its inception. The association work, in addition to the duties imposed upon him as president of the concerns already enumerated, permits of only the minimum amount of time being given to social functions and the pleasures of life.

Mr. Wiley is of the kind that knows no tiring and his capacity for work is unlimited. He is full of energy and goes through the details of his immense business with a dispatch and directness that is amazing to those who are unacquainted with his force. Withal, he has a smile and a pleasant word of greeting for all with whom he may come in contact, and his circle of friends throughout the eastern states is a wide one.

Mr. Wiley occupies a prominent place in the social life of the metropolis and is a member of several nautical and fraternal organizations. He is an enthusiastic yachtsman and as such is identified with the New York Yacht Club and the Columbia Yacht Club, of New York, and the Stamford Yacht Club, of Stamford, Connecticut. He is also a member of the New York Athletic Club and the Republican Club of New York. He is a thirty-second degree Mason and is past master of York lodge 197, of New York City, and is also a member of Palestine Commandery No. 18, Knights Templar, and Mecca Temple, Nobles of the Mystic Shrine.

In October, 1893, Mr. Wiley married Miss Mabel Waterbury, of Stamford, Connecticut. Two boys have been born of this union—one now being ten years old and the other six. A beautiful home is maintained by Mr. Wiley, where he spends much of his time that is not occupied by business, and entertains his many friends.





John Harlan

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JOHN HARKER



JOHN HARKER

John Harker

The old Biblical saying that a house built upon the sand is destined to fall is exemplified every day of every year in the commercial records of every country in the world. Many men have, apparently, been successful in business without acquiring a thorough knowledge of their special line of activity, but such successes have almost invariably been short-lived. They were the result of fortuitous circumstances and could not withstand the change to adverse influence. Experience has abundantly demonstrated the necessity for a firm foundation upon which to build a career. Science is able to estimate with exactness the pressure which a given quantity of brick, stone, wood, or steel will bring to bear upon its foundation, but in the rapidly changing conditions affecting the modern business man, it is impossible to tell today just what pressure he will be called upon to resist in the work of tomorrow. The fact confronts the young man starting out in life, therefore, that if he expects to gain and hold a position in the particular business in which he engages, he must have the foundation of a complete knowledge of that business in all its details. He may fail, nevertheless, but without such equipment he will fall as surely as the house will fall when the waves wash away the unstable sand which is its only foundation.

One need not go outside of lumber manufacture and distribution for a demonstration of the above truisms. They constitute a commercial law as unalterable as that of supply and demand. Examples of the value of laying a proper foundation for a business career are numerous, and a striking one is found in the business history of John Harker, secretary and treasurer of the Wiley, Harker & Camp Company, of New York City.

John Harker, like many other men who have achieved

marked success in the lumber industry, was not a native of this country. He was born in Liverpool, England, June 14, 1856, and was the son of Richard Harker, a wholesale fruit dealer of that city. Young Harker received his education at the Liverpool Collegiate School, graduating when fifteen years of age. One year later, in 1872, he entered the service of Robert Coltart & Co., one of the oldest and best of the timber brokerage concerns of the great English seaport. He remained there until 1886, when he migrated to Norfolk, Virginia.

In his fourteen years of service with Robert Coltart & Co. Mr. Harker had acquired a fair knowledge of lumber and lumber methods in England, but he realized that in the United States he would be confronted by trade conditions to meet which he had not had an opportunity thoroughly to prepare himself. This, however, was a difficulty which he lost no time in overcoming. He at once entered the employ of Tunis, Eccles & Co., a concern then engaged in purchasing the mill cuts of North Carolina pine manufacturers and disposing of the same to the trade. The firm's principal office was at Baltimore, Maryland, but Mr. Harker was put in charge of the buying end of the business and was located at Norfolk, where he had charge of the office and was, in fact, general utility man. He remained there five years, gaining an intimate knowledge of North Carolina pine manufacture. In 1888 he became the first secretary of the original North Carolina Pine Lumber Company (now the North Carolina Pine Association). He did not immediately sever his connection with Tunis, Eccles & Co., but as his association work became more arduous he gradually withdrew from that concern until he devoted his entire time to the association.

In 1893 Mr. Harker associated himself with E. M. Wiley, of New York City, and they established the firm of Wiley, Harker & Co. They engaged in the business of selling lumber on commission. The firm was successful from the start and in 1902 Wiley, Harker & Co. were handling close to 100,000,000 feet of North Carolina pine annually.

The success of their business had been so marked and the reputation of the gentlemen engaged in it for business sagacity was so well established that, early in 1903, the Camp Manufacturing Company, of Franklin, Virginia, a heavy manufacturer of North Carolina pine, began negotiations looking to an alliance, and on May 1 of that year an organization was effected called the Wiley, Harker & Camp Company, which took over the selling end of the Camp interests.

The merging of the interests of these two concerns gave the new Wiley, Harker & Camp Company control of the output of the Carolina Manufacturing Company, at Franklin, DeWitt, Norfolk and Beverly, Virginia; the Cape Fear Lumber Company and the Angola Lumber Company, at Wilmington, and several other North Carolina pine manufacturing plants in various parts of the two states mentioned. The new company retained the interests it controlled when operating as Wiley, Harker & Co., and, after the organization of May 1, 1903, the total output of the Wiley, Harker & Camp Company aggregated 200,000,000 feet annually. Since that date this business has been increasing and the company is now the foremost North Carolina pine handling institution in the world. Its interests have extended rapidly and include an immense area of North Carolina pine stumpage.

Mr. Harker is treasurer of the Wiley, Harker & Camp Company, has general supervision over the financial affairs of that great concern and is, as well, a prominent figure in the dictation of the company's operations. His business is not confined to this organization, however, as he is president of the Angola Lumber Company, of Wilmington, North Carolina; president of the Charles T. Stran Company, a North Carolina pine wholesaling corporation, of Baltimore, Maryland; president of the Carolina Timber Company, which is a timber holding company, of Norfolk, and treasurer of the Cape Fear Lumber Company, of Wilmington, North Carolina, which also is allied to the Wiley, Harker & Camp Company and markets its output through that organization.

From the foregoing outline it will be seen that Mr. Harker's rise to success has been steady and has been the result of a thorough knowledge of all the departments of the North Carolina pine business, which has come from a close and conscientious study since boyhood. He made himself thoroughly conversant with operations in the woods and at the mill. As secretary and manager of the North Carolina Pine Association—or its predecessor—he became familiar with the statistics of the North Carolina pine business and with the methods employed by the men who had been most successful in the manufacture and sale of this wood. Later, he went to New York and there neglected no details which would help him solve the problem of how to sell a great quantity of North Carolina pine in a short space of time and at a profit. In connection with his earlier work in the lumber field he acted as correspondent for *The Timberman* and the *Northwestern Lumberman*, which, later, were merged into the *American Lumberman*.

Mr. Harker is a man of penetrating mind and careful judgment, and is a painstaking student. It goes without saying that his integrity is unquestioned by those with whom his business brings him into contact. He is a big, broad-shouldered, strong man, with an erect carriage, whose manner is hearty and cordial, and who has made a host of friends within and without the circle of his business acquaintance.

John Harker married Miss Jane Hamilton Gunson, of Liverpool, England, in 1881, a boy and a girl being the result of this union. Mrs. Harker died in Norfolk, Virginia, in 1887. In 1902 Mr. Harker married Miss Mary J. Morgan, of Norfolk. Their family consists of four children—two boys and two girls. Mr. Harker is domestic in his tastes, and although he is a thirty-second degree Mason and a member of the New York Athletic Club, the greater portion of time he can spare from his extensive business interests is spent with his family.







DAVID HENRY DAY

David H. Day

Comparatively few men have the good fortune or opportunity to engage in business on a scale sufficiently large to bring them into prominence with their fellow operators. It necessarily is true that a few must lead and the great majority must follow. It is still more rare when opportunities present themselves for a man to distinguish himself in both public and private life, and it may truly be said that a man has distinguished himself publicly when he holds the respect and affection of the people of the vicinity where he lives; when his advice is sought and his opinion is recognized, and when he has honestly and faithfully discharged a public trust. Such is the record of David H. Day, of Glen Haven, Michigan, a man who represents a much needed type of citizen and one who stands foremost among the hardwood manufacturers of his State. He may be characterized as a man of strong personality with unusual executive ability, and for his success in business he is personally entitled to the entire credit. Although he has necessarily given much time to the details of his business, he has never evaded an opportunity to assist in the betterment of public interests, particularly of Glen Haven and Leelanau County.

David Henry Day was born at Ogdensburg, New York, July 10, 1854. His parents were David Day and Jean (Houston) Day, the former a native of the Empire State and the latter of Irish birth, her father having been a second cousin of the noted Sam Houston. When old enough their son was entered in the public school at Ogdensburg and there he acquired his education. When he arrived at his majority and began looking around for an opportunity to go into business he went West and settled at Milton Junction, Wisconsin, where he entered the office of the American and United States Express

companies, remaining in their employ for three years. His services were so efficient and he was such a thoroughly satisfactory employee that he was sent to Milwaukee as cashier for the American Express Company. While his position admitted him to a broader field, an opportunity soon arose to enter a line of business to which he believed he was better suited, and he accepted the position of passenger agent at Detroit, Michigan, for the Northern Transportation Company. He remained in Detroit for about four years when he resigned his position and moved to Glen Haven, Michigan, where he since has resided.

The first position held by Mr. Day in that city was a comparatively humble one, that of agent of the Northern Transportation Company which then owned a line of steamships operating between Ogdensburg and Chicago. Within a short time he succeeded in interesting Glen Haven capital and formed the firm of D. H. Day & Co., which purchased the business of the Northern Transportation Company at Glen Haven, and engaged in lumbering and general merchandising. The firm also operated the Northern Michigan line between Chicago and Mackinac Island. After a time the Northern Michigan line sold its vessels and, the firm of D. H. Day & Co. having been dissolved, Mr. Day entered the employ of Hannah, Lay & Co., at Traverse City, taking charge of the firm's lumber business. Not long afterward Hannah, Lay & Co. discontinued the lumber department of their business and Mr. Day returned to Glen Haven and purchased their plant at that place, which he is still operating. From this point dated Mr. Day's successful career of thirty years as a hardwood producer. The capital necessary for his entrance into the hardwood field was contributed largely by Perry Hannah, of Hannah, Lay & Co., to whom Mr. Day often refers as one of the few genuine friends of a lifetime. The business was so conducted, however, that the profits which accumulated were soon sufficient to finance the enterprise without outside assistance and, knowing well the limit of his resources at the outset, Mr. Day was satisfied

to do what business he could safely handle. The result was a steady and healthy growth which has continued up to the present time.

The plant which he owns and operates, while not the largest, is one of the most modern and best equipped in Michigan. It has a capacity of 20,000 feet of hardwood and from 30,000 to 35,000 feet of hemlock a day. The mill, which is located on Glen Lake, is connected with a pier on Lake Michigan by a tramway two and one-fourth miles long and lumber is shipped to the city markets by vessels. A tug called *Alice J. Day* tows the logs to the mill, most of them coming from Mr. Day's own timber of which he has a supply that will keep his mill running for from twelve to fifteen years. In addition, some logs are purchased from farmers in the vicinity of Glen Lake. The timber owned by Mr. Day in the vicinity of Glen Lake covers a tract of about 5,000 acres and the greater portion of it is hardwood.

In addition to the lumbering operations which he has carried on for so many years and which have established him as one of the oldest hardwood manufacturers of Michigan, Mr. Day has extensive interests in other lines. He owns and operates a large general store at Glen Haven where he carries a high grade and well assorted stock of merchandise, catering to the trade of both the city and the surrounding country. He is also the owner of a 400-acre farm located near Glen Haven, which he devotes to the cultivation of fine fruits. He has there an orchard of more than 3,000 trees in fine bearing condition, which has brought in very substantial returns during the last few years. He is also interested in stock raising and is proud of his fine Holstein cattle.

In the affairs of Glen Haven Mr. Day has for years taken a prominent part. He has been honored with the position of postmaster of Glen Haven and for many years has been overseer of highways. In any undertaking for the benefit of his city Mr. Day has been foremost and among the enterprises in which he was prominent may be mentioned the submarine

cable from Glen Haven to South Manitou Island by way of Sleeping Bear life saving station. This cable connects Glen Haven with the life saving station on South Manitou Island where the display of signals is made by the United States government.

Mr. Day married Miss Eva E. Farrant, a native of Casson Township, near Glen Haven, December 20, 1889. Miss Farrant was a daughter of William and Ezilda Farrant. Of the six children born to Mr. and Mrs. Day, five are living—Alice Jean, Eva Houston, Margaret Thompson, David Henry, Junior, and Mary Estelle. A son who died was named Henry Houston Day.

Although a busy man Mr. Day spends a liberal share of his time with his wife and children and is very much interested in the education of his son and daughters. It is his purpose that they shall be educated by tutors in the home, where he can constantly look after their welfare. Being well supplied with this world's goods Mr. Day does not intend that his children shall become purse proud and he, therefore, has taught his son to earn his spending money, while his daughters are learning to do housework.

Mr. Day's favorite recreation is outdoor sports and he is a great devotee of baseball. He owns a tract of 1,200 acres of fine second growth timber which furnishes him with one of his favorite forms of recreation in the way of hunting. He is prominent in Masonry, having received the thirty-second degree of the Scottish Rite and is also a Shriner. He is one of the oldest members of the Detroit Light Infantry. In politics he is a Republican but his interest in political affairs is not more than that of the average citizen. A firm believer in practical forestry, he was one of the first exponents of the theory that forestry should be taught as a science; more than this, he is a recognized authority on the subject and has been consulted in several instances by the Government Forest Service.



John J. ...

To present the same in a more sympathetic and convincing manner, the standard of accuracy is increased and the ultimate end is the good of the business and the respected relationship. Philadelphia has a number of men in John Jacob Rumberger, one of the leading generation who has qualified to bear the burden of such an important in the lumber industry.

It may be said that Mr. Ramberger was reared in the atmosphere of the woods and the sawmill. His father and his grandfather were lumbermen of the pioneer type, and the son and grandson has added to the luster of their name. What he has accomplished in building up a concern whose operations extend over a large portion of the East is worth chronicling.

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The first session of the program was brought to a close with a presentation by the parents. It was a beautiful presentation and the children learned much of the love and wisdom that the sessions had brought.

JOHN JACOB RUMBAER



JOHN JACOB RUMBARGER

John J. Rumbarger

To persevere in a course that is known to be right, to show sympathy with men and their policies and to adhere to a high standard of morals in commercial and social life are steps that ultimately lead to the goal of sound business success and of respected citizenship. Philadelphia has a citizen of this caliber in John Jacob Rumbarger, one of the younger generation who has qualified to bear the family name, and one prominent in the lumber industry.

It may be said that Mr. Rumbarger was reared in the atmosphere of the woods and the sawmill. His father and his grandfather were lumbermen of the pioneer type, and the son and grandson has added to the luster of their name. What he has accomplished in building up a concern whose operations extend over a large portion of the East is worth chronicling.

For more than a century the family name of Rumbarger has figured in the annals of Pennsylvania, the early settlers having come from Germany. John Rumbarger, the grandfather of John J. Rumbarger, rafted logs in the western streams when the country was young, as did Jacob L. Rumbarger, the father, before he migrated to Kingston, Decatur County, Indiana. It was in this village that John Jacob Rumbarger was born, October 19, 1865. His mother was Margaret A. Rumbarger, *née* Jones. The head of the family had snaked logs until he had accumulated enough to invest in a small sawmill and begin manufacturing for himself. The family moved from Kingston to Greensburg and subsequently to Beanblossom Township, Monroe County, Indiana, where a home was built.

The son, John J., the third boy in the family, was brought up in all strictness by his God-fearing and loving parents. It was a backwoods country, and even as a youth he learned much of the lore of the woodsman. By day he attended the sessions

of the district school, necessitating a six-mile walk to and from his home, and morning and evening he helped with the chores that fell to his lot about the farm. When he was fifteen years old the family again moved, this time to Gosport, Owen County, Indiana, where a sawmill was built by the senior Rumbarger. Young Rumbarger continued his studies in the village school and, when vacation time came, worked about the mill handling slabs and wheeling sawdust like any laborer. Before he graduated from the Gosport high school, in 1883, he was familiar with the multitudinous details of manufacturing lumber, a part of his education which he never forgot. He entered DePauw University, at Greencastle, Indiana, but his college career was cut short in his junior year by an attack of typhoid fever.

While he was in college the young man's parents had gone to Dobbin, Grant County, West Virginia, a town in name only, as but three houses and a water tank marked the end of a railroad. The father organized the J. L. Rumbarger Company, a sawmill was built and operations were started. The enterprise was managed by the father and his three sons—Frank T., Robert R. and John J. Rumbarger. The last named had a varied experience about the plant between running the lath mill and planing mill, filing saws and doing the other odd labors of a jack of all trades as occasion arose. The year 1887 was spent by him in managing the general store of the company operated in connection with the mill.

Another year saw John Rumbarger in the role of traveling salesman for the company, whose business was being largely extended. He put in his time journeying about the eastern section of the country from St. Louis east and north to Portland, Maine, selling the hardwoods, spruce, hemlock and cherry lumber of the company. For seven years he looked after the trade, becoming in that time a decidedly clever and successful salesman and building up a line of customers that augured well for his future success. Then it was decided to open a selling office in Philadelphia and the chief salesman of the company was selected to take charge.

In 1897 the sawmill of the J. L. Rumbarger Company was sold, and later the Rumbarger Lumber Company was organized and incorporated for the purpose of carrying on a wholesale business. John Rumbarger was made treasurer of the company, the other officers being Jacob L. Rumbarger, president; Frank T. Rumbarger, vice president, and Robert R. Rumbarger, secretary. The name of Rumbarger was already well known to the trade and the business of the concern prospered accordingly.

With the growth of the business it soon became necessary to have an independent supply of lumber to meet the demands of the buyers and, in 1900, the plant of the Coketon Lumber Company, at Coketon, West Virginia, was purchased and operations there were continued. This mill is still running and recent acquisitions of timber in Randolph County give the company an aggregate of 9,000 acres. Besides the main plant at Fishinghawk, where a modern band mill with a band resaw and planing mill is operated, four portable mills are running on the tract.

Mr. Rumbarger, with the progressive spirit of youth, not only devotes much of his time to the management of the affairs at the main office in Philadelphia, but makes frequent trips to keep himself in touch with the other interests of the company farther south. One of these interests is a mill at Skidmore Crossing, Webster County, West Virginia, where poplar and hardwoods are manufactured. Another interest is that of the Snow-Bird Lumber Company, which has 22,000 acres of timber land, thickly covered with hardwoods and hemlock, in Graham County, North Carolina. While the aggregate cut of these mills is large, it does not represent the amount of lumber marketed by the company. A force of buyers and inspectors is kept in the field continuously, purchasing and shipping stocks of lumber from small manufacturers, several million feet being distributed in this way every year.

Force and character are written in every line of Mr. Rum-

barger's face. He is strongly insistent upon business integrity in each deal, and cherishes the good name which he won for himself in his days on the road. With the confidence and support given him by his father and brothers he has kept forging ahead year by year until today the company holds an important position in the distribution of lumber in the East. That he is possessed of the Dutch persistence of his forefathers is shown by his work for the Concatenated Order of Hoo-Hoo. After interest in the organization had been dormant in the Keystone and adjacent states for years he was appointed vicegerent snark for the eastern district of Pennsylvania and in the course of a few months instilled new life into the order.

Though a Mason, an Odd Fellow and a Pythian, Mr. Rumbarger is more wrapped up in his home life than in that of the secret societies. Sixteen years ago he joined Potomac Lodge, No. 108, I. O. O. F., at Dobbin, West Virginia. He is a member of Shekinah Lodge, No. 246, A. F. & A. M., and is a Knight of Pythias. He is a fraternity man, also, having been initiated in the Lamda Chapter, Phi Gamma Delta, during his college days.

Through two marriages Mr. Rumbarger has five children. His first wife was Mattie A. Williard, of Mount Vernon, Ohio, whom he married in 1888 and to whom two sons were born—John and Bradley. The wife died in 1894. Mr. Rumbarger three years later wedded Virginia A. Ryan, of Philadelphia, and three children have been born to the couple—Dorothy, Joseph and Virginia Rose.



Frank R. Whiting

In the Sixteenth Century there lived another John Whiting in Lincolnshire, England, who had been the ancestor of the Whiting family in America. The name of John Whiting who came to America in the early part of the sixteenth century is found in the names of many members of the family extending to the fourteenth century and the name was variously spelled between the years 1085 and 1630 as many as sixteen variations in its orthography without any change in pronunciation having been found by the genealogists.

John Whiting, the head of a particular branch of the family, was born in Boston, England, in the latter half of the sixteenth century. He became a member of the Common Council of Boston, in 1590, its mayor in 1600 and vice admiral of Lincolnshire in 1602. Samuel Whiting, the son of John Whiting, joined the Puritan colony in America. Of the tenth generation of Americans of this noblest of ancient lineage is Frank Raymond Whiting, of Philadelphia, Pennsylvania.

He is the son of Henry Whiting and Mary Troop (Rice) Whiting and was born at St. Clair, Michigan, June 13, 1864. The young Whiting was a graduate of the United States military academy and during the Civil War was colonel of the 8th Michigan Regiment of Infantry. He was engaged in the lumber business on the Pine River at St. Clair and when the timber he owned was cut out, he established a mercantile business which is in existence today. Frank Whiting was one of a family of eleven children. Like that of the others, his education was secured in the common schools of St. Clair and he graduated from the high school.

The first employment of Mr. Whiting was in the mercantile business conducted by Henry Whiting & Son, the firm



FRANK RAYMOND WHITING

Frank R. Whiting

In the Sixteenth Century there lived, in the city of Boston, in Lincolnshire, England, a family of Whitings. This city had been the principal place of residence of the Whiting ancestors since the sixth year of the reign of Edward III, and the home of many of the family who came to America. Records furnish the names of many members of the family antedating the Fourteenth Century and the name was variously spelled between the years 1085 and 1630, as many as sixteen variations in its orthography without any change in pronunciation having been found by the genealogists.

John Whiting, the head of a particular branch of the family, was born in Boston, England, in the latter half of the Sixteenth Century. He became a member of the Common Council of Boston, in 1590, its mayor in 1600 and vice admiral of Lincolnshire in 1602. Samuel Whiting, the son of John Whiting, joined the Puritan colony in America. Of the tenth generation, in America, of this family of ancient lineage is Frank Raymond Whiting, of Philadelphia, Pennsylvania.

He is the son of Henry Whiting and Mary Troop (Rice) Whiting and was born at St. Clair, Michigan, June 13, 1864. The senior Whiting was a graduate of the United States military academy and during the Civil War was colonel of the Second Vermont Regiment of Infantry. He was engaged in the '50's in the lumber business on the Pine River at St. Clair, and, when the timber he owned was cut out, he established a mercantile business which is in existence today. Frank Whiting was one of a family of eleven children. Like that of the others, his education was secured in the common schools of St. Clair and he graduated from the high school.

The first employment of Mr. Whiting was in the mercantile business conducted by Henry Whiting & Son, the firm

being composed of his father and an older brother. This was in 1882, and subsequently he was given a partnership interest in the business. He had the opportunity of studying the lumber business as then carried on in Michigan and he determined to engage in this line himself. Going to Hickory, Catawba County, North Carolina, he organized, with H. C. Park, of Detroit, Michigan, and W. E. Burtless, of St. Clair, Michigan, the Catawba Lumber Company, in 1890. The company carried on a manufacturing business in a limited way and was dissolved in 1895.

The next venture of Mr. Whiting in the lumber business was in the organization, with his brother, William S. Whiting, of the Whiting Lumber Company, for the purpose of conducting a wholesale business. An office was opened in the Girard Building, Philadelphia, and a specialty made of handling hardwoods and white pine. Both brothers were energetic and capable and a satisfactory trade was quickly built up. Because of the operations carried on by them in North Carolina, the Whitings were not unknown to the lumbermen of the Quaker City. The growth of the wholesale business demanded the company's getting independent lines of supply, and, in the spring of 1897, Mr. Whiting and his brother formed the Whiting Lumber Co., a partnership, and began a manufacturing business at Elizabethton, Tennessee. William S. Whiting took charge of the mill business, while Frank R. Whiting remained in active control of the wholesale office. He closed the wholesale office in 1900 and joined in the management of the operations at Elizabethton.

In August, 1903, Mr. Whiting went to Philadelphia again, where, with Joseph W. Janney, a wholesale yard lumberman, he organized the Janney-Whiting Lumber Company. Mr. Janney is president and treasurer of the company and Mr. Whiting is secretary. A wholesale business is carried on, a specialty being made of hardwoods and white pine, the consuming trade of the Quaker City and surrounding territory demanding much of this lumber. The office of the company

is located at 1151 Beach Street, Pier 52 North, along the Delaware River front. On the wharf is carried in stock an ample assortment of hardwoods for the trade, and the best facilities are at hand for shipping by either water or rail. In the last two years the volume of business transacted by the company has been largely increased through the efforts made by Mr. Whiting in covering the trade of the territory.

Considerable of the stock handled by the Janney-Whiting Lumber Company comes from the mill of the Whiting Manufacturing Company, at Abingdon, Virginia, of which Mr. Whiting is president and W. S. Whiting, secretary, treasurer and general manager.

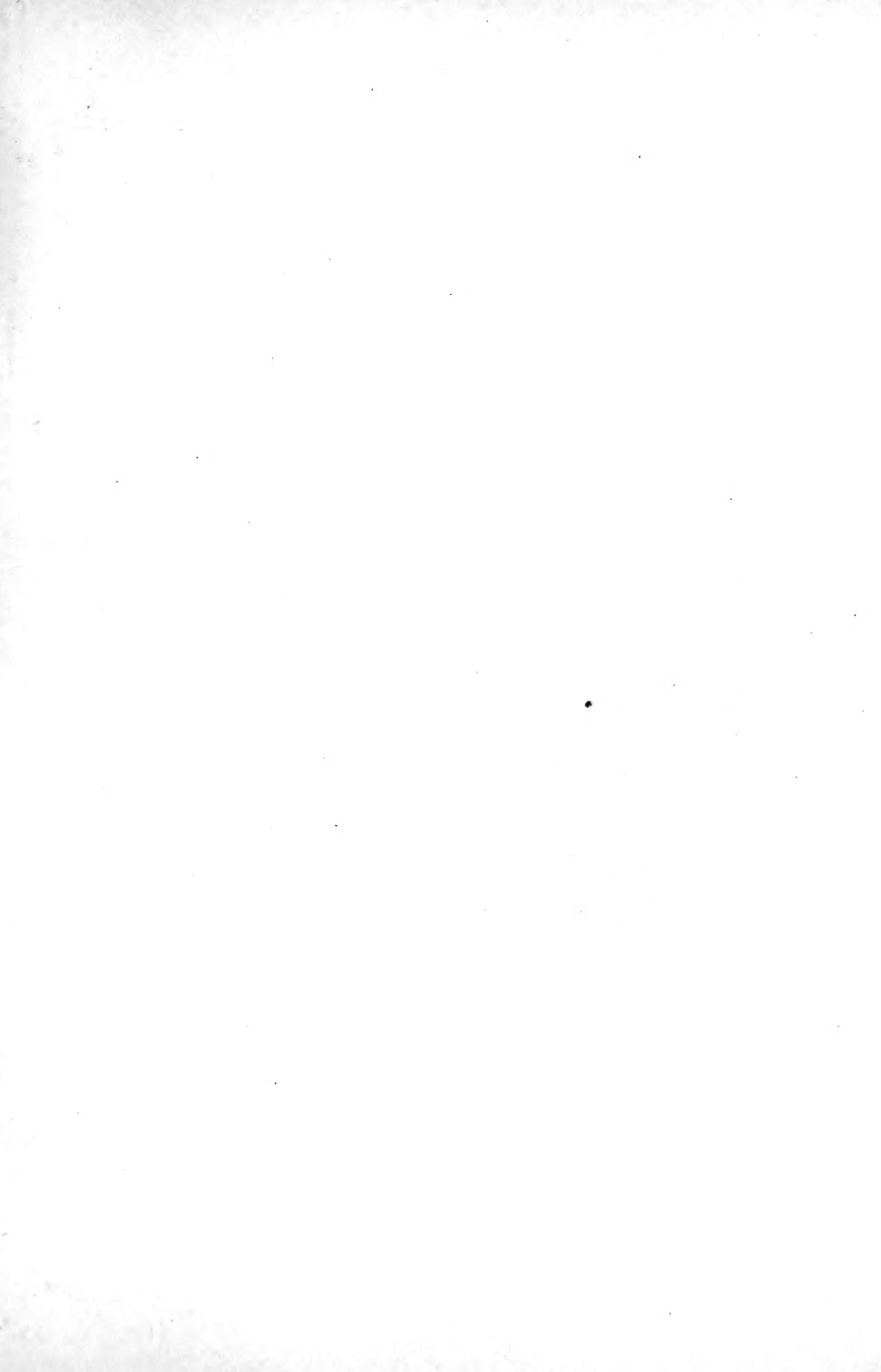
The Whiting Manufacturing Company was organized in April, 1904, by Mr. Whiting and his brother, following the reorganization of the former Whiting concern as the Bradley Lumber Company. A tract of standing timber in Carter and Johnson counties, Tennessee, south of Abingdon and across the State line, was secured upon which to operate. On this tract is estimated to be 75,000,000 feet of hardwoods, white pine and hemlock. Another small tract was acquired in Mitchell County, North Carolina, which contains oak, ash and poplar. Abingdon was selected as the site for the mill because of the unusual shipping facilities afforded by the railroads and their connecting lines. The plant itself is located directly on the Virginia-Carolina Railway, over which shipments can be made to all points of the compass through connections with the Southern Railway, the Norfolk & Western and the Virginia & Southwestern roads. The mill is of a single band type and was formerly operated at Elizabethton. The sawmill has a capacity of 50,000 feet of lumber a day, and the plant includes a thoroughly equipped planing mill.

The entire product of the Whiting Manufacturing Company is handled by the Janney-Whiting Lumber Company, of Philadelphia. So great has been the demand for hardwood lumber throughout the East for more than a year that the capacities of the Whiting Manufacturing Company and the

Janney-Whiting Lumber Company have been taxed to the utmost. Mr. Whiting has been always a close student of market conditions and is most successful in taking advantage of them. Besides the stock of the Abingdon mill Mr. Whiting has bought additional stock of other hardwood plants in order to meet the heavy demands of the trade to which he caters.

Another lumber enterprise in which Mr. Whiting is interested is the Buchanan Lumber Company, of Judson, North Carolina. The company operates at this point a band mill with a capacity of 30,000 feet of lumber a day. The mill is cutting on timber owned by the company, located in Swain and Graham counties, North Carolina, on the Asheville and Murphy branch of the Southern Railway. This tract of timber consists of poplar, oak and chestnut and is estimated to contain 60,000,000 feet.

Mr. Whiting married Miss Abbie Alice Irwin, at the home of the bride in Boston, Massachusetts, September 15, 1887. One son—Frank Rice Whiting—who is now in his fourteenth year, has been born to Mr. and Mrs. Whiting. The couple resides in Philadelphia. Because of his interests in Virginia and the necessity for making frequent trips to other cities, Mr. Whiting has been satisfied to spend what leisure time he may have with his family and has never become identified with any social or fraternal organizations. He is a Republican in politics, but his activities as a business man have precluded the possibility of his interesting himself in affairs political.





William S. Whiting

A man of great strength of character and a deep sense of duty, William S. Whiting is a man who has gained much of the strength of character of the pioneer. But he is not a rough, unlettered woodsman or mill operator, for he is a college man and has the polish of the metropolitan resident. He was born and reared in a lumber country, in the white pine section of Michigan, but his industry has been directed to the successful operation of lumber plants in the Southern States. The success which has come to him in these years is due wholly to his own efforts, beyond any aid or assistance which he has received from family name.

His father, John Whiting, was a native of Bath, New York, and was a member of the Puritan sect of the Massachusetts Congregational Church. William S. Whiting, after his marriage to Mary Troop, began lumbering on Pine River, looking for land at St. Clair. He owned considerable land, but when this had been cut out and turned over to the government, he founded a mercantile business



WILLIAM SCOTT WHITING

William S. Whiting

A life spent on the wide plains of the West gives a man a certain independence, strength and resourcefulness that are unknown to the urban dweller. The same traits are developed to a large degree in a man who has spent many years in the forests or in sawmills in the mountains of the South, removed somewhat from the busier marts of commerce. In a backwoods district greater reliance must be placed in one's own powers, and an independence of outside aid in emergencies is developed. William Scott Whiting, of Abingdon, Virginia, has put in his years, since he arrived at manhood, in the wilderness of the mountains of Tennessee and Virginia and has gained much of the strength of character of the pioneer. But he is not a rough, unlettered woodsman or mill operator, for he is a college man and has the polish of the metropolitan resident. He was born and reared in a lumber country, in the white pine section of Michigan, but his industry has been devoted to the successful operation of lumber plants in the Atlantic Coast states. The success which has come to him in recent years is due wholly to his own efforts, keyed up by an ambition to add to an illustrious family name.

The Whitings are a family of ancient lineage in England, an early ancestor having been a member of the Puritan sect which established the Colony of Massachusetts. William S. Whiting's father, Henry Whiting, was a native of Bath, New York, who secured a military training at West Point and served as a colonel of the Second Vermont Regiment in the Civil War. The senior Whiting, after his marriage to Mary Troop Rice, went to Michigan, where, in 1851, he began lumbering on Pine River, making his home at St. Clair. He owned considerable timber along the river and when this had been cut out and turned into lumber he founded a mercantile business

that is still carried on. William S. Whiting was the eleventh of a family of eleven children born to Henry Whiting. His birth occurred September 2, 1872. His mother, a woman of refinement and education, was the boy's first instructor. Passing through the lower grades of the public schools of St. Clair, he graduated from high school and in 1889 matriculated in the University of Michigan.

Without finishing the course which he had entered upon at college, Mr. Whiting, in the fall of 1890, gave up the idea of a professional career and turned his attention to lumbering, a vocation followed by his father. An older brother, Frank R. Whiting, in 1890 had organized the Catawba Lumber Company and begun operations at Hickory, North Carolina. No better opening to learn the lumber business could have been presented than at this operation in the South country. Mr. Whiting went to Hickory where he went into the woods and studied the methods of logging, gaining a knowledge of lumbering which he has enlarged from year to year. Subsequently, he entered the mill to familiarize himself with the manufacture of lumber. The operation was in hardwoods, and, in addition to becoming acquainted with all the details of logging and manufacturing, Mr. Whiting had some experience in selling the product of the mill. The operations of the Catawba Lumber Company were closed in 1895.

An opportunity for building up a wholesale business in the eastern markets appeared to Mr. Whiting when he left the South, and, in 1895, with his brother, Frank R. Whiting, he organized the Whiting Lumber Company, to do a wholesale business. Philadelphia was selected as a promising field for the energies of the two men, and offices were opened in the Girard Building. The hardwoods of the South, including much oak, chestnut and poplar, formed the bulk of the business done, though considerable northern white pine was secured. The growth of the business was satisfactory from the start, and, because of the increasing difficulty experienced in securing adequate stocks to fill orders, the Whitings deter-

mined to engage in manufacturing. Under the name of the Whiting Lumber Co., a partnership, Mr. Whiting went to Elizabethton, Tennessee, in the spring of 1897 and started operations there. About 1900 the Philadelphia office was closed and Mr. Whiting was joined by his brother at Elizabethton. The life of this organization was ended in August, 1903, when Frank R. Whiting returned to Philadelphia, where, with Joseph W. Janney, he organized the Janney-Whiting Lumber Company, to do a wholesale business. William S. Whiting remained in Elizabethton to operate on a tract of oak and poplar bought by the Whiting Manufacturing Company, which had been organized in 1904 by the Whitings. A band mill was built to carry on this operation, and, when the timber was entirely cut out in 1905, the mill was moved to Abingdon, Washington County, Virginia. Of this concern Mr. Whiting became secretary, treasurer and general manager, with his brother, Frank R. Whiting, as president.

The company secured a tract of rich timber lands south of Abingdon, in Carter and Johnson counties, Tennessee, upon which it is conservatively estimated is standing 75,000,000 feet of merchantable white pine, hemlock and hardwood timber. Another tract in Mitchell County, North Carolina, is composed of oak, ash and poplar. The mill at Abingdon is equipped with a single band saw and the sawmill and all the appurtenances are of a modern type, giving a capacity of 50,000 feet of lumber a day. A planing mill is modernly equipped in proportion to the business done. The plant is located on the Virginia-Carolina Railway and connection is made with the Norfolk & Western, the Southern Railway, the Virginia & Southwestern and other lines. The product of the company is marketed by the Janney-Whiting Lumber Company, of Philadelphia, which has a large storage capacity at Pier 52, North Wharves.

The company may be said to be the creation of Mr. Whiting alone, and in the building of the plant he has embodied the knowledge gained from years of experience in sawmilling.

As general manager of the concern he mapped out a plan of operations that already has begun to show in substantial returns the skill of its originator.

Mr. Whiting is secretary and treasurer of the Buchanan Lumber Company, of Judson, North Carolina. This concern operates a band mill with a capacity of 30,000 feet daily, and owns, in Swain and Graham counties, on the Asheville and Murphy branch of the Southern Railway, about 60,000,000 feet of standing timber, consisting of poplar, oak and chestnut.

While at Hickory, North Carolina, in his earlier experience, Mr. Whiting met his choice for a life partner. She was Miss Caroline Loretz Link, whom he wedded October 19, 1898. A son and two daughters brighten the family home at Abingdon. The children are Henry, aged six years, Anna Belle and Caroline Loretz. The family are members of the Presbyterian Church. Mr. Whiting has been so devoted to his business affairs that he has not sought membership in social or fraternal organizations, except that while at college he was initiated in the Delta Kappa Epsilon fraternity and has always maintained an interest in the organization.



Dr. F. Bloembergen

The energy and forcefulness of the successful pioneer in lumbering here is often matched by contrasting qualities of the lumberman, who, in these days of depression, struggles to make for himself a living.

Andrew F. Bloomer
Fletcher Bloomer

Bloomer, who was born in 1806, was the progenitor of the "Bloomer" style of dress in America.

He was a nail-maker, and having attained his maturity, went to London, where he was captured and taken to Boston, Massachusetts, in 1801. He married Elizabeth Bullis and a little later moved to New Rochelle, Westchester County, New York, where he died at the advanced age of 102 years, leaving two sons, Robert and John, from whom have sprung practically all the Bloomers in the United States. Andrew F.

...a representative of the sixth generation. He was
Newburgh, Orange County, New York, August 19,

His father, Reuben H. Blomgren, was for many years
Minneapolis' premier business lawyer and is credited with re-

They were the first to be killed in the Newburgh
 Massacre, a tragedy that has since become a strong

and the editorship
Chase Bloomer.

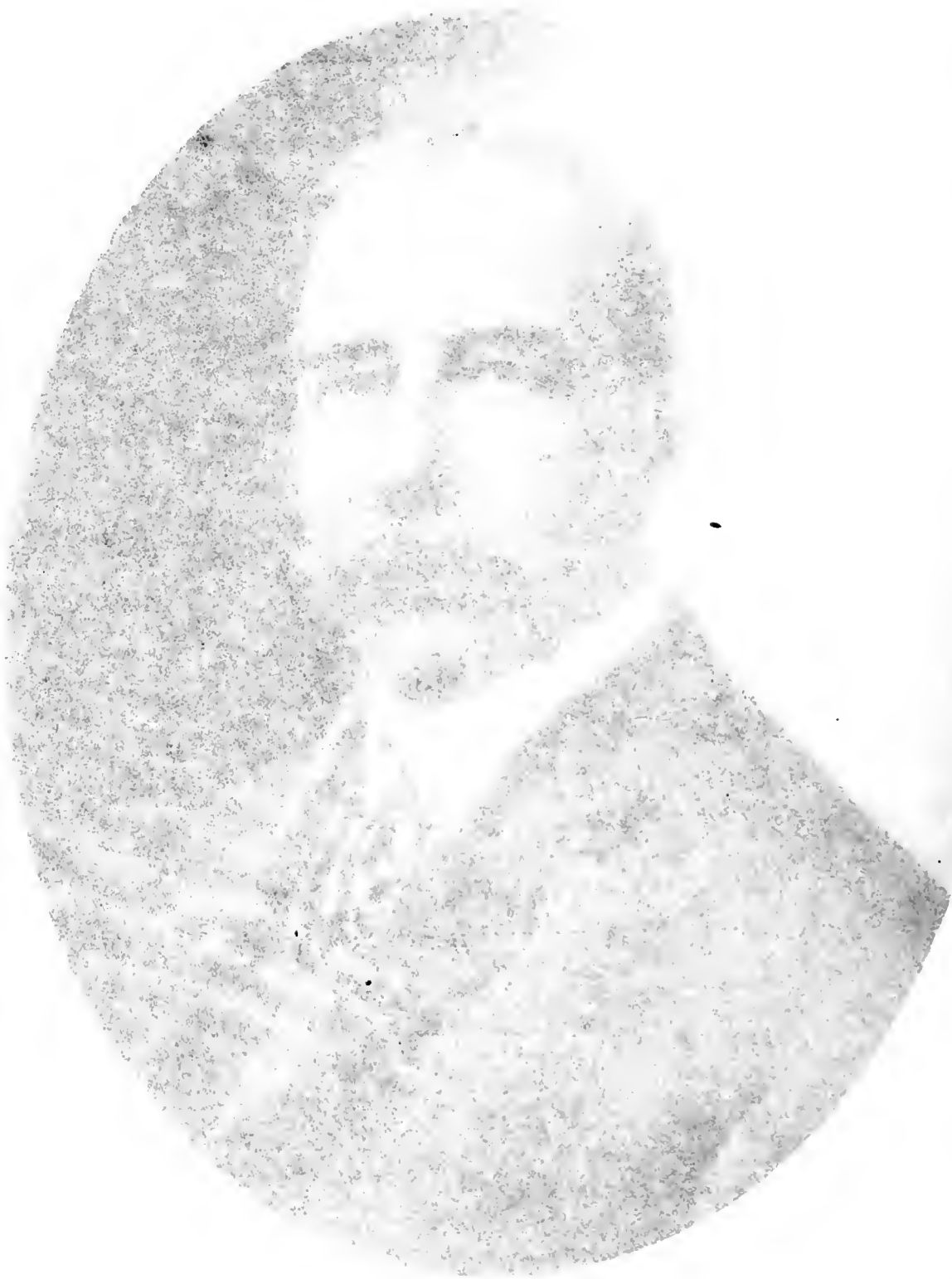
... Thomas ... in 1644, settling

1895-1896. 1897-1898. 1899-1900. 1901-1902. 1903-1904. 1905-1906. 1907-1908. 1909-1910. 1911-1912. 1913-1914. 1915-1916. 1917-1918. 1919-1920. 1921-1922. 1923-1924. 1925-1926. 1927-1928. 1929-1930. 1931-1932. 1933-1934. 1935-1936. 1937-1938. 1939-1940. 1941-1942. 1943-1944. 1945-1946. 1947-1948. 1949-1950. 1951-1952. 1953-1954. 1955-1956. 1957-1958. 1959-1960. 1961-1962. 1963-1964. 1965-1966. 1967-1968. 1969-1970. 1971-1972. 1973-1974. 1975-1976. 1977-1978. 1979-1980. 1981-1982. 1983-1984. 1985-1986. 1987-1988. 1989-1990. 1991-1992. 1993-1994. 1995-1996. 1997-1998. 1999-2000. 2001-2002. 2003-2004. 2005-2006. 2007-2008. 2009-2010. 2011-2012. 2013-2014. 2015-2016. 2017-2018. 2019-2020. 2021-2022. 2023-2024. 2025-2026. 2027-2028. 2029-2030. 2031-2032. 2033-2034. 2035-2036. 2037-2038. 2039-2040. 2041-2042. 2043-2044. 2045-2046. 2047-2048. 2049-2050. 2051-2052. 2053-2054. 2055-2056. 2057-2058. 2059-2060. 2061-2062. 2063-2064. 2065-2066. 2067-2068. 2069-2070. 2071-2072. 2073-2074. 2075-2076. 2077-2078. 2079-2080. 2081-2082. 2083-2084. 2085-2086. 2087-2088. 2089-2090. 2091-2092. 2093-2094. 2095-2096. 2097-2098. 2099-2100. 2101-2102. 2103-2104. 2105-2106. 2107-2108. 2109-2110. 2111-2112. 2113-2114. 2115-2116. 2117-2118. 2119-2120. 2121-2122. 2123-2124. 2125-2126. 2127-2128. 2129-2130. 2131-2132. 2133-2134. 2135-2136. 2137-2138. 2139-2140. 2141-2142. 2143-2144. 2145-2146. 2147-2148. 2149-2150. 2151-2152. 2153-2154. 2155-2156. 2157-2158. 2159-2160. 2161-2162. 2163-2164. 2165-2166. 2167-2168. 2169-2170. 2171-2172. 2173-2174. 2175-2176. 2177-2178. 2179-2180. 2181-2182. 2183-2184. 2185-2186. 2187-2188. 2189-2190. 2191-2192. 2193-2194. 2195-2196. 2197-2198. 2199-2200. 2201-2202. 2203-2204. 2205-2206. 2207-2208. 2209-2210. 2211-2212. 2213-2214. 2215-2216. 2217-2218. 2219-2220. 2221-2222. 2223-2224. 2225-2226. 2227-2228. 2229-2230. 2231-2232. 2233-2234. 2235-2236. 2237-2238. 2239-2240. 2241-2242. 2243-2244. 2245-2246. 2247-2248. 2249-2250. 2251-2252. 2253-2254. 2255-2256. 2257-2258. 2259-2260. 2261-2262. 2263-2264. 2265-2266. 2267-2268. 2269-2270. 2271-2272. 2273-2274. 2275-2276. 2277-2278. 2279-2280. 2281-2282. 2283-2284. 2285-2286. 2287-2288. 2289-2290. 2291-2292. 2293-2294. 2295-2296. 2297-2298. 2299-2300. 2301-2302. 2303-2304. 2305-2306. 2307-2308. 2309-2310. 2311-2312. 2313-2314. 2315-2316. 2317-2318. 2319-2320. 2321-2322. 2323-2324. 2325-2326. 2327-2328. 2329-2330. 2331-2332. 2333-2334. 2335-2336. 2337-2338. 2339-2340. 2341-2342. 2343-2344. 2345-2346. 2347-2348. 2349-2350. 2351-2352. 2353-2354. 2355-2356. 2357-2358. 2359-2360. 2361-2362. 2363-2364. 2365-2366. 2367-2368. 2369-2370. 2371-2372. 2373-2374. 2375-2376. 2377-2378. 2379-2380. 2381-2382. 2383-2384. 2385-2386. 2387-2388. 2389-2390. 2391-2392. 2393-2394. 2395-2396. 2397-2398. 2399-2400. 2401-2402. 2403-2404. 2405-2406. 2407-2408. 2409-2410. 2411-2412. 2413-2414. 2415-2416. 2417-2418. 2419-2420. 2421-2422. 2423-2424. 2425-2426. 2427-2428. 2429-2430. 2431-2432. 2433-2434. 2435-2436. 2437-2438. 2439-2440. 2441-2442. 2443-2444. 2445-2446. 2447-2448. 2449-2450. 2451-2452. 2453-2454. 2455-2456. 2457-2458. 2459-2460. 2461-2462. 2463-2464. 2465-2466. 2467-2468. 2469-2470. 2471-2472. 2473-2474. 2475-2476. 2477-2478. 2479-2480. 2481-2482. 2483-2484. 2485-2486. 2487-2488. 2489-2490. 2491-2492. 2493-2494. 2495-2496. 2497-2498. 2499-2500. 2501-2502. 2503-2504. 2505-2506. 2507-2508. 2509-2510. 2511-2512. 2513-2514. 2515-2516. 2517-2518. 2519-2520. 2521-2522. 2523-2524. 2525-2526. 2527-2528. 2529-2530. 2531-2532. 2533-2534. 2535-2536. 2537-2538. 2539-2540. 2541-2542. 2543-2544. 2545-2546. 2547-2548. 2549-2550. 2551-2552. 2553-2554. 2555-2556. 2557-2558. 2559-2560. 2561-2562. 2563-2564. 2565-2566. 2567-2568. 2569-2570. 2571-2572. 2573-2574. 2575-2576. 2577-2578. 2579-2580. 2581-2582. 2583-2584. 2585-2586. 2587-2588. 2589-2590. 2591-2592. 2593-2594. 2595-2596. 2597-2598. 2599-2600. 2601-2602. 2603-2604. 2605-2606. 2607-2608. 2609-2610. 2611-2612. 2613-2614. 2615-2616. 2617-2618. 2619-2620. 2621-2622. 2623-2624. 2625-2626. 2627-2628. 2629-2630. 2631-2632. 2633-2634. 2635-2636. 2637-2638. 26

...the public schools of his
...course at Eastman's

Collegium. Upon the death of the senior Johnson the paper passed to a son, J.

ANDREW FLETCHER BLOOMER



ANDREW FLETCHER BLOOMER

Andrew F. Bloomer

The enterprise and forcefulness of the successful pioneer in lumber manufacture is often matched by corresponding qualities in the retail lumberman, who, in these days of intense competition, manages to make for himself a place and a reputation. Such is Andrew F. Bloomer, of York, Nebraska.

Andrew Fletcher Bloomer comes of a distinguished family. Robert Bloomer, who was born in Birmingham, England, in 1628, was the progenitor of the Bloomer family in America. He was a nail-maker, and, having reached his maturity, went to London, where he was kidnaped and taken to Boston, Massachusetts, in 1649. He married Elizabeth Bullis and a little later moved to New Rochelle, Westchester County, New York, where he died at the advanced age of 102 years, leaving two sons, Robert and John, from whom have sprung practically all the Bloomers in the United States. Andrew F. Bloomer is a representative of the sixth generation. He was born at Newburgh, Orange County, New York, August 19, 1851. His father, Reuben H. Bloomer, was for many years a Methodist minister, but failing health compelled him to retire from the pulpit in 1855, and he established the *Newburgh Times*, which, at the outbreak of the Civil War, became a strong advocate of the Union cause. He continued the editorship of the paper until his death in 1866. Almira Chase Bloomer, mother of Andrew F. Bloomer, was descended from Thomas Chase, who came from England to America in 1644, settling at first in New Hampshire and afterward removing to Newburyport, Massachusetts.

The son received his education in the public schools of his native city, supplemented by a business course at Eastman's College, at Poughkeepsie, New York. Upon the death of the senior Bloomer the conduct of the paper passed to a son, J.

Watson Bloomer, a brother of Andrew, and the latter served an apprenticeship on the paper for two years. In 1869, at the age of eighteen years, Andrew F. Bloomer determined to move West, and went to Chicago.

It was in that growing city of the middle West that he had his first experience in the lumber business, entering the employ of D. F. Chase & Bro., which firm included David F. Chase, Horace W. Chase (both uncles of Mr. Bloomer) and Davey S. Pate, the last named being still prominent as a Chicago lumberman. Young Bloomer was given a training in the various departments of the business and proved a bright, energetic business man. When the three members of the firm of D. F. Chase & Bro., together with W. M. Miner, a few years afterward opened a lumber yard in Wyoming, Illinois, under the name of W. M. Miner & Co., Mr. Bloomer was placed in charge. Mr. Miner later bought the interests of his partners and conducted the business under his individual name, retaining Mr. Bloomer as manager. The latter was anxious to conduct a yard himself and, in 1877, became owner of the business and conducted it with much success until 1884, when he sold it to G. V. Anderson, of New Boston, Illinois.

Mr. Bloomer saw greater opportunities farther west and he migrated from Illinois to York, Nebraska, after he disposed of his interests in Wyoming. He began a lumber business there which he continued for more than twenty years, until, on December 1, 1904, he sold the yard to the C. N. Dietz Lumber Company, of Omaha, and retired from business to devote his time to well-earned rest and travel and to the oversight of the real estate and other properties in which he had invested his surplus capital.

Mr. Bloomer's conduct of the lumber business at York was marked by industry and close personal application, which, however, are by no means exceptional characteristics of a man engaged in the retail lumber yard business. The one thing in which he showed a particularly marked talent was the very important one of keeping himself and his business constantly and

prominently in the public eye. He was a most liberal patron of every form of advertising, employing every legitimate device for that purpose. His advertising was distinctive, not by the amount of money expended upon it, but by the original ideas with which it was infused throughout. Much of the advertising was done in rhyme of somewhat homely character, but which, however much it might violate the rules of poetic composition, did not allow the reader in any instance to lose sight of the advantage of buying his lumber of Bloomer.

A personal element, also, entered into this campaign to a remarkable extent. Mr. Bloomer is a man of magnetic individuality, courteous and affable, and he made it his rule to foster social relations in every possible way with all actual or possible customers in his community and also with those from whom his lumber supplies were secured. No traveling man ever came to his office without a cordial reception, and, if the stock of lumber did not need replenishing at that particular time, the salesman, probably, was called upon to contribute some item of current interest or information to the stock of trade knowledge, which was one of the assets of the Bloomer yard. Customers, somehow, carried away the impression that they had secured a peculiar advantage in placing their order. Complaints were adjusted in some manner which, while not too expensive to Mr. Bloomer, left with the customers a sense of full reparation and, perhaps, some feeling of compunction that they had created a disturbance over too unimportant a detail. Besides being so persistent an advertiser and so excellent a salesman Mr. Bloomer has been one of the shrewdest and most experienced of lumbermen, an omniverous reader, a close observer while traveling, in touch with general market conditions and always ready to take advantage of new ideas or new trade opportunities.

Mr. Bloomer in politics always has been a Republican and has taken a prominent part in local political affairs. He has endeavored to do his part in the building up of business enterprises in his section, having been identified with a number of

local manufacturing industries of different kinds. He has invested his surplus earnings in the development of his adopted State, Nebraska, very largely in city and farm real estate, and the growing agricultural prominence of the State has rendered these investments profitable and certified to his wisdom in selecting them.

During the year after entering the lumber business in Nebraska, on March 18, 1884, Mr. Bloomer married Miss Eliza T. Miner, daughter of his former employer. Mr. Bloomer and his wife have always been fond of traveling and have visited nearly every important section of the United States at one time or another. In December, 1905, they took an extended trip to Hawaii, the Philippines, China and Japan, returning to the States the following May.

Mr. Bloomer is a large stockholder in the York Foundry & Engine Works, one of the first directors and a stockholder in the York Gas & Electric Light Company, a stockholder and director in the York Building & Loan Association, the York Creamery, the Nebraska Telephone Company, and is liberally interested in the beet sugar industry. He was one of the subscribers to a street railway project and a prime mover in the York County Agricultural Society and the Farmers' Grain Association, of York. Thus he has identified himself with every phase of life in the community and section in which he lived.



Thomas A. Moore

While busy making dollars in the money market, Mr. Moore, who, at the same time, has not neglected to make himself a fortunate individual. No knack exists in the making of true friends: friendships spring from the seeds of kindness and courteousness sown without any pecuniary expectation of reward. Thomas A. Moore, of St. Louis, Missouri, has acquired both wealth and friendship in his business career, but if he were given his choice as to which he would keep he would choose friendship—the one thing money will not buy.

He belongs to the younger generation of lumbermen of the South who have forged ahead to positions of trust and responsibility in the business world by their own fighting and winning abilities alone. He began his lumber career as a wholesaler—not the wholesaler with a luxurious office and strong credit, but rather amid humble surroundings and with capital limited to the comparatively small amount he and his partner had been able to save as employees. In this unostentatious manner he began following a trade of which he had no previous knowledge, the secret of success being part of the secret of his success. Mr. Moore seized every opportunity to learn the inside story of every phase of the business and in this way he acquired a substantial knowledge of the many details of the production of lumber.

Thomas A. Moore is the owner of a distinguished line of properties. In the latter part of the Eighteenth Century his great grandfather, Sir Moore, left his home in the north of Ireland and came to America, settling at Beaver Falls, Pennsylvania, where he married Deborah Updegraff. His wife was of the old Knickerbocker stock that originated in New York, and she was related to the Van Buren family. Thomas Moore, Senior, the father of T. A. Moore, the successful lumberman, was



THOMAS ANTHONY MOORE

Thomas A. Moore

While busy making dollars in the commercial world a man who, at the same time, has not neglected to make friends is a fortunate individual. No knack exists in the making of real friends; friendships spring from the seeds of kindness and courteousness sown without a mercenary expectation of reward. Thomas A. Moore, of St. Louis, Missouri, has acquired both wealth and friendship in his business career, but if he were given his choice as to which he would keep he would choose friendship—the one thing money will not buy.

He belongs to the younger generation of lumbermen of the South who have forged ahead to positions of trust and responsibility in the business world by their own fighting and winning abilities alone. He began his lumber career as a wholesaler—not the wholesaler with a luxurious office and strong credit, but rather amid humble surroundings and with capital limited to the comparatively small amount he and his partner had been able to save as employees. In this unostentatious manner he began following a trade of which he had no practical knowledge, this essential training being part of the assets of his partner. But Mr. Moore seized every opportunity to acquaint himself with the practical side of the business and within a few years he had acquired a substantial knowledge of the manufacture and distribution of lumber.

Thomas Anthony Moore comes of a distinguished line of ancestors. In the latter part of the Eighteenth Century his great-grandfather, Eli Moore, left his home in the north of Ireland and came to America, settling at Beaver Falls, Pennsylvania, where he married Deborah Updegraff. His wife was of the old Knickerbocker stock that settled in New York, and she was related to the Van Rensselaers. T. A. Moore, Senior, the father of T. A. Moore the present day lumberman, was

born in Harrison County, Ohio, in 1838. On his mother's side, Mr. Moore, Junior, traces his lineage to Sir Archibald Mossman, of Berwick, England, who married Margaret Young, of that place. The Mossmans had one child, a daughter, Lady Eleanor Mossman, who married Anthony Ballard after the family had migrated to America and settled in Virginia. Their daughter, Louise Ballard, the grandmother of Thomas Anthony Moore, Junior, married Ezekiel Pilcher, at Springfield, Illinois. Clarissa V. Pilcher, a daughter, married Thomas A. Moore, Senior, October 7, 1862, and to this couple was born in St. Louis, Missouri, a son, Thomas Anthony Moore, October 15, 1867.

What education Mr. Moore recalls was obtained in the public schools of St. Louis. His school days were not many, for a combination of adverse circumstances compelled him to begin the serious work of life when he was thirteen years old. In 1880 he began his business career as a cash boy in the store of the Barr's Dry Goods Company, at wages of \$2 a week. A year had not elapsed before he secured a position with Woodward, Tiernan & Hale, now the Woodward & Tiernan Printing Company. He began as a "printer's devil," and he was scarce more than that when two years later he sought another position with more pay. Work was not readily obtainable and the lad walked the streets for a week before he found a position as office boy with Fullerton & Post, a firm of lawyers, where he was paid \$2.75 a week for his services. A few months later he became collector and office boy for A. Judlin & Co., real estate agents, for which he received \$5 a week.

Young Moore constantly was looking for an opening where he was sure merit would be rewarded. In the spring of 1885 he became a messenger for the Wiggins Ferry Company, and in the nine years he remained with that concern he was promoted successively to the positions of collector, assistant cashier, secretary to the general manager, chief clerk and assistant general freight agent of the company. When a change in the management of the company was made in 1893 Mr. Moore

resigned to become connected with the St. Louis South-western Railway, now a part of the Cotton Belt Route. In the railroad work he handled freight claims, overcharges on rates and loss and damage claims. He was with the company but a few months when a retrenchment order reduced the force and Mr. Moore found himself without a position. But a man of his energy and capability was not long without a connection, and, in the fall of 1893, he became bookkeeper and accountant for Swift & Co., at St. Louis, but later was transferred to Chicago.

Subsequently, Mr. Moore returned to St. Louis as city agent for the Ætna Life Insurance Company and remained in that line until the spring of 1899. At that time he came into business contact with George T. Mickle, now a prosperous wholesale lumberman of Chicago, whom he had known socially as well. Mr. Mickle was then traveling for J. C. McLachlin, manager of the Big Four Lumber Company. The two men determined to engage in the lumber business for themselves, and, with a small amount of capital, they rented a little back office in the Fullerton Building and began business as the Mickle-Moore Lumber Company. Mr. Moore did the book-keeping and typewriting and Mr. Mickle attended to the buying and selling. The combination proved an effective one and the business prospered from the outset.

Buying his partner's interest in the Mickle-Moore Lumber Company in the spring of 1901, Mr. Moore changed the style of the business to the Moore Lumber & Mill Company. In the meantime Mr. Mickle went into business with B. H. Pollock and M. L. Fleishel, organizing the Colonial Lumber & Timber Company. The interests of Mr. Pollock and Mr. Mickle in this concern were bought by Mr. Moore in 1902, and he became vice president of the company, retaining the office until December, 1904. At the end of that period Mr. Moore took a well earned rest, spending most of his time in outdoor games at the Glen Echo Country Club, at Normandy, Missouri.

The Moore Company, which comprises Mr. Moore's sole

lumber interests today, was organized in October, 1905, for the purpose of handling yellow pine, hardwoods, Pacific Coast lumber and shingles at wholesale. The offices of the company are located in the Fullerton Building, St. Louis, the scene of his initial appearance in the lumber field. With his characteristic energy and showing of ability Mr. Moore made excellent mill connections in each line and proceeded to build up a business that has long passed the experimental stage and which attests his experience and popularity.

Mr. Moore is a member of the Glen Echo Country Club and the Mercantile Club, of St. Louis. He is secretary of the Yellow Piners, a purely social organization which he assisted in organizing and which has a wide reputation among lumbermen. In September, 1903, Mr. Moore was appointed vice-gerent snark of the Concatenated Order of Hoo-Hoo for the southern district of Missouri, and was nicknamed the "World's Fair Snark." He earned the title by his activity in behalf of the order during the Louisiana Purchase Exposition, at St. Louis, where he probably met more Hoo-Hoo than any other person.

Mr. Moore has all the vigor and ambition of a young man. He is an optimist in all matters and decidedly genial in his manner, as becomes a man of his physique. He has a smile and a hearty handshake for all with whom he comes in contact, giving a lasting impression of the wholesouled, earnest man whom it is a delight to know.

Mr. Moore married Miss Rebecca Homer Tebbetts, at St. Louis, April 27, 1895, and they find much enjoyment in the social life of the city in which they make their home.



John B. Nalty

It is a trite and unconvincing saying that environment has much to do with the career and success of an individual. The environment frequently fails to accustom a man to his surroundings, and the surroundings in which he finds himself in early life are detrimental to his self-improvement; but when nature sees fit to place him in an atmosphere which is not hostile to his character and endows him with ample potential and latent energy, he may be said to enjoy a capital of great value that enables him not only to make use of his opportunities and surmount obstacles, which, to an ordinary man would be fatal, to reach the goal of his ambition. Many of the prominent lumbermen of the United States have been sons of lumbermen, but still more have been reared in a lumber atmosphere. Of the latter class John B. Nalty, of Brookhaven, Mississippi, may be considered an example.

In the years before the Civil War Patrick Nalty, a native of Ireland, came to the United States and settled in the South, becoming the owner of a large plantation which, like all others in the old South, was worked entirely by slaves. He met and married Bridget Nalty, who had come to America from Ireland, and they had three children, John, William, and Mary. Their son, John B. Nalty, was born on the plantation in 1845. He was educated in the common schools of the plantation and in the common schools of Brookhaven. He was a very bright boy and was sent to the Brookhaven Academy, a private school, when he was ten years old. As soon as he was fifteen years old, he was sent to the Brookhaven Academy, a private school, where he remained for general education, and, after two years, he entered the South Carolina College, Columbia, S. C. He graduated from that institution in 1864 and, returning to Brookhaven, made his first business venture the following year, operating a



JOHN BERNARD NALTY

John B. Nalty

It is a trite and hackneyed saying that environment has much to do with the character and success of an individual. Nevertheless, nature frequently fails to accustom a man to his environment, and the surroundings in which he finds himself in early life are detrimental to his self-improvement; but when nature sees fit to place him in an atmosphere which is not hostile to his character and endows him with ample potential and latent energy, he may be said to enjoy a capital of greater value than money, and he has only to make use of his opportunities and surmount obstacles, which, to an ordinary man would be fatal, to reach the goal of his ambition. Many of the prominent lumbermen of the United States have been sons of lumbermen, but still more have been reared in a lumber atmosphere. Of the latter class John B. Nalty, of Brookhaven, Mississippi, may be considered an example.

In the years before the Civil War, Patrick Nalty, a native of Ireland, came to the United States and settled in the South, becoming the owner of a large plantation, which, like all others in the far South, was worked entirely by slaves. He met and married Bridget Hyland, who had also migrated from Ireland, and at their home in Copiah County, Mississippi, their son, John Bernard Nalty, was born May 23, 1857.

Giving up his plantation in 1864, Patrick Nalty moved to Brookhaven, Mississippi, where he engaged in mercantile business, becoming one of the first merchants in the town. As soon as the son, John Bernard, was old enough he was sent to a private school at Brookhaven where he received his general education, and, after finishing his course there, he entered the Soule Commercial College, in New Orleans. He graduated from that institution in 1878, and, returning to Brookhaven, made his first business venture the following year, operating a

store which catered to the sawmill trade. Brookhaven was then an important lumber town and his constant association and contact with people engaged in the lumber business necessarily yielded him a generous fund of information regarding the industry. He continued in the mercantile business for ten years, but, tiring of the restrictions it imposed upon him, he abandoned it and bought the East Union Mills, a small sawmill located four miles east of Brookhaven. The plant at that time was sawing car sills and railroad timbers to the exclusion of everything else, and Mr. Nalty carried on the operation along the same lines for about seven years.

The timber available for the East Union Mills having been cut out, in 1895 Mr. Nalty moved to Hyde, Tangipahoa Parish, Louisiana, where he operated a sawmill until 1903, when his timber supply was again exhausted. In 1900 he had bought a planing mill in Brookhaven, which he operated in connection with the sawmill at Hyde, also buying stocks from other mills along the Illinois Central Railroad. At the time of purchase this planing mill had a capacity of 10,000 feet daily, but it since has been improved and modernized and its capacity increased to 75,000 feet a day, this having been accomplished by the installation of the most modern machinery and by systematizing its operation. In connection with this plant he inaugurated a city retail trade, which has grown to large proportions and has become a prominent factor in the lumber industry of Brookhaven.

Seeking another plant to take the place of the Hyde mill, in 1903 Mr. Nalty bought a controlling interest in the Hammond Lumber Company, Limited, located at Hammond, Louisiana. A new sawmill had just been constructed at that point, and, finding the plant to be all that he desired, the following year he purchased all of the remaining stock of the company. The Hammond plant, which has been in operation since that time, has a daily capacity of 60,000 feet and the stock is shipped to the Brookhaven planing mill for dressing. Mr. Nalty exercises direct supervision over both the saw and planing mill

plants and spends much of his time in the personal direction of these operations, over which he has placed the very best superintendents he has been able to employ. The total investment in the two plants is about \$150,000.

While much of his time has been occupied with his extensive operations at Brookhaven, Mississippi, and Hammond, Louisiana, Mr. Nalty has found time to interest himself in several other concerns. He is president of the Empire Lumber & Manufacturing Company, of Jackson, Mississippi, and of the Jackson Lumber Company, located in the same city, the latter being the largest retail yard in the State. He is president also of the Grenada Lumber Company, which operates a large retail yard at Grenada, Mississippi, and has several investments in other industries in Brookhaven and throughout the State.

Mr. Nalty married Miss Mamie Halpin, of St. Louis, Missouri, in 1885, and the couple has reared five sons and one daughter. The sons are Louis D., Willie H., Eugene, Ray and J. B. Nalty, Junior, and the daughter is Naoma. Mr. Nalty and his family attend the Roman Catholic Church at Brookhaven. In politics he has no party affiliations and has no ambition to enter the political world. He is a member of the Benevolent Protective Order of Elks and of the Concatenated Order of Hoo-Hoo. In the latter order he was vicegerent for the State of Mississippi, in 1897. He is also a member of the Osirian Cloister. He was elected High Priest of Isis in 1904, and of Anubis in 1905.

Mr. Nalty has been highly honored by his fellow citizens of Brookhaven, who have shown their esteem for him by making him president of the school board of that city, which office he has held for the last five years. He belongs to no clubs and finds that his unoccupied time can most profitably be spent with his family. If he may be said to have any fads, his inclinations are for fishing and traveling, and he has, in a measure, gratified his desire for travel by visiting practically every part of the United States.

Desire for great wealth, or craving for an uneasy eminence in the world of affairs, finds little place in Mr. Nalty's temperamental makeup. Consequently, he is not and does not care to be one of the great lumber operators of the South; but he is content, and that is better. He wants enough work healthfully to engage his abilities, but he also wants that measure of leisure which will allow him to enjoy the company of his family and friends, and quietly to repossess himself. Busy he is, yet with time for other than business. And so, as a useful citizen and a good friend, he is living a sane and pleasant life.



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Jacob VanSickle Stimson was born on a farm near Martins-
ville, Indiana, April 28, 1861. His father, Erastus F. Stimson,
belonged to an old North Carolina family, removing from
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A. (VanSickle) Stimson who was born on the border line
between New York and New Jersey and came of an old
Hutchinson family. He was the oldest of four sons.

When he was about seven years of age he began to start out in the
world on his own. He began by doing farm work during that
summer and then secured a position in Martinsville as a
factory hand. He was employed by McGregor & VanSickle, Andrew R. Van-
Sickle of the firm being his uncle. The firm was a stave and
cooperage shop having heavy contracts with the Stan-
ford University and other institutions. Young Stimson
remained with the firm about seven years, until its dissolution,
after which he became an inspector and
buyer of lumber, for several years, he attended school,
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When the partnership was dissolved, Mr. Stimson con-
tinued with the firm as superintendent of his factory. To

JACOB VANSICKLE STIMSON



JACOB VANSICKLE STIMSON

Jacob V. Stimson

Among the comparatively young hardwood lumbermen of Indiana who, within the last decade, have made names and places for themselves is Jacob V. Stimson, of Huntingburg. Solely by his own merits and ability and without assistance—save that which he owes to an uncle, who gave him the advantage of a good example and a solid business training and sympathy—he has come to be widely known in the hardwood fraternity, not only of the State but of the country, and, while achieving only moderate wealth, as riches go in these days, seems to have established himself on a solid foundation in character and methods.

Jacob VanSickle Stimson was born on a farm near Martinsville, Indiana, April 28, 1861. His father, Erastus F. Stimson, belonged to an old North Carolina family, removing from that State to Indiana about 1852, and his mother was Mercy A. (VanSickle) Stimson, who was born on the border line between New York and New Jersey and came of an old Knickerbocker family. Jacob V. was the oldest of four sons.

When sixteen years old he left the farm to start out in the world for himself. He engaged in farm work during that summer and in the fall secured a position in Martinsville as a "stave buckler" with McGregor & VanSickle, Andrew R. VanSickle of the firm being his uncle. The firm was a stave and cooperage supply house having heavy contracts with the Standard Oil Company and other institutions. Young Stimson remained with this firm about seven years, until its dissolution, running a machine and, later, becoming an inspector and buyer. Each winter, for several years, he attended school, and also taught two or three terms.

When the partnership was dissolved, Mr. Stimson continued with his uncle as superintendent of his factory. To

this uncle he owes a greater debt of gratitude than to any other man in the world, for he was a man of the highest honor, from whom a young man of sensibility was bound to absorb something of his character. He was, also, a man of warm sympathies, and to young Stimson he extended what opportunities he could. In 1890 he took him into partnership in a small sawmill at Heltonville, Lawrence County, on what is now the Southern Indiana Railroad. That section of country was once noted for the quantity and quality of its hardwood lumber, and this first venture of Mr. Stimson's was profitable, from a modest standpoint, but was overtaken by misfortune in the shape of a bank failure in 1893 and, in the following year, by a fire which destroyed the entire plant, on which there was no insurance.

Mr. Stimson then sold his interest to Mr. VanSickle, and, with less than \$5,000, began business on his own account, in 1895, at Huntingburg, where he has since made his headquarters and also his home. He leased a site for his sawmill, bought a second-hand band mill, and when his plant was ready to run his capital was exhausted and the mill was not entirely paid for. But he borrowed money with which to buy timber and operate, and, by the hardest kind of both mental and physical labor, struggled toward success. Oftentimes he would fall asleep from sheer exhaustion at his desk at night. So necessary was it to turn over his product rapidly that for three years he sold it green from the saw to dealers who would make advances; but at the end of that time he had enough capital ahead to dry and handle his own lumber.

Two years of prosperous business, though still not on a large scale, brought him to the year 1900, when he felt at liberty to expand his operations. He bought a circular mill in Owensboro, Kentucky, built by Nathan Thayer, and operated it for two years, when it was burned. Mr. Stimson replaced it with a modern band mill, which is operated under the name of J. V. Stimson & Co., Mr. Stimson's partner being his brother, Dayton C. Stimson, who has a third interest in the

business. In 1903 Mr. Stimson bought a tract of timber at Earl, Arkansas, on which he put two portable circular mills. Later, he bought timber in Mississippi, and in the winter of 1905-6 sold one of the Arkansas portables and moved the other to Mississippi, enlarging it and operating it as the J. V. Stimson Lumber Company. Mr. Stimson's brother Harry is the partner in this firm, having a third interest. Mr. Stimson still takes the product of the mill in Arkansas, and has purchased about 5,000 acres of fine hardwood timber near Bearden, in the same State. In addition, he is connected with his younger brother, Anson R. Stimson, in the Stimson Lumber Company, at Penrose, North Carolina.

The daily output of hardwood of Mr. Stimson's concerns is nearly 100,000 feet, while, in addition, more or less coarse lumber is bought, chiefly from parties who sell to him their good logs for manufacture at his band mills, but who themselves cut their coarser logs. In 1905 Mr. Stimson bought another band mill in Owensboro, making three band mills owned and operated by the Stimson interests.

Mr. Stimson's specialty is high grade quartered oak for the furniture and interior finish trade; but this is accompanied with an output of all varieties of commercial hardwoods to be found upon the lands he occupies, the coarse oak logs being largely cut into car and structural timbers, switch ties, fence posts, piling, etc., while considerable quantities of other hardwoods are manufactured. Mr. Stimson's policy has been to buy stumpage rather than land, although, in some cases, the latter has been necessary. He believes in the value of hardwood lumber, and carries always from 5,000,000 to 6,000,000 feet on sticks, and has the reputation of being an excellent judge of values and of the future trend of the market.

He has confined himself strictly to the hardwood lumber business, his only other outside interest being a 250-acre farm near Huntingburg, the management of which gives relaxation from the steady grind of business. In 1902 he helped organize the Huntingburg Wagon Works, but sold his interest in 1904.

Mr. Stimson is unusually clean-cut and independent in his business methods. He has always avoided hampering indebtedness. It was necessary at the beginning to borrow money, but he did so on his own name and credit, and he has never given a mortgage or asked any one to indorse his paper. He ascribes what business success he has achieved to the fact that, from the beginning, he deliberately sought to earn more than he received—to make his employer's interests his own and to spare nothing of labor or mental effort. Thus, making money for his employers, he learned to make it for himself, and acquired the habit of profitable employment.

Being a believer in coöperation, at the first opportunity Mr. Stimson associated himself with other manufacturers in lumber organizations. He attended the meeting in St. Louis in 1897, when the Mississippi Valley Hardwood Lumber Association was formed, with the late C. A. Ward, of Chicago, as president. Later, he helped organize the Indiana Hardwood Lumber Association, of which he was the second president. He is a member of the National Hardwood Lumber Association and of the National Wholesale Lumber Dealers' Association, in both of which he has done much effective work. He is recognized as one of the clearest thinkers and best debaters in the National Hardwood Lumber Association, and, although he represents the manufacturing rather than the lumber-handling element in that body, his influence is strong.

Mr. Stimson married, in 1882, Miss Eva Davis, of Columbus, Indiana. They have three children—Robert, nineteen years of age, a junior in the Indiana State University at Bloomington; Fred, fifteen years old, attending the Huntingburg high school, and Helen, eleven years old. Mr. Stimson is a member of the Methodist Church. In national politics he is a Republican. He is a thirty-second degree Mason, a member of Lavelette Commandery, of Evansville, Indiana, Knights Templar, and of Murat Temple, Nobles of the Mystic Shrine, of Indianapolis, Indiana.





Charles Radford

Radford

William Radford, of Oshkosh, Wisconsin, "Oshkosh" and "millwork" are closely related and bear something of a symmetrical relation in the minds of many buyers and users of millwork.

Mr. Radford, who is as well known, has been located at Oshkosh and engaged in the manufacture of sash, doors and other millwork, did not begin his connection with the lumber industry in that capacity. He was first engaged in the business of manufacturing lumber itself. After this came the manufacture of sash, doors and blinds, with which he has been so progressively identified. His ability and natural aptitude for business were recognized by others in his management of the mill. It was also his judgment in leaving standards and in the location and management of sawmills and logging operations. He himself seemed to be simply a mill owner and mill manager. He has gained this title as a result of his engagement in the business. The institution to which he has given his name is one of the largest in the lumber industry, and generally is accredited with the highest quality of work. The economy of production, particularly in the use of equipment and design and construction, has been out at this mill have made a reputation for the mill in the country. It is the modest boast of the Radfords that they have shipped their products into every State and Territory in the Union. Mr. Radford practically has created the business and has been one of the prime

CHARLES WILLIAM RADFORD



CHARLES WILLIAM RADFORD

Charles W. Radford

Many figures in the lumber history of this country stand out in bold relief, just as a commander and his aides are silhouetted against the dark background of the rank and file. In that department of the industry which is devoted to the manufacture of sash, doors, blinds, etc., one of the most prominent is Charles William Radford, of Oshkosh, Wisconsin. "Radford," "Oshkosh" and "millwork" are closely related terms and bear something of a synonymous relation in the minds of many buyers and users of millwork.

Mr. Radford, who, as is well known, has been located at Oshkosh and engaged in the manufacture of sash, doors and other millwork, did not begin his connection with the lumber industry in that capacity. He was first engaged in the business of manufacturing lumber itself. After this came the manufacture of sash, doors and blinds, with which he has been so prominently identified. His ability and natural aptitude for business were recognized by others in his management of milling operations, as was also his judgment in buying standing timber and in the location and management of sawmills and logging operations. He himself claims to be simply a sash and door maker. He has, perhaps, earned this title as has no other man engaged in the business. The institution to which he has given his especial attention is one of the largest and best managed in the country, and generally is accredited with being a profitable one. The economy of production, perfection in mechanical equipment and design and construction of the stock turned out at this mill have made a reputation in all parts of the country. It is the modest boast of the Radford associated interests that they have shipped their products into every state and territory in the Union. Mr. Radford practically has created this business and has been one of the prime

movers in bringing Oshkosh prominently before the trade as the originating point of all kinds of high class millwork. He has achieved this success almost exclusively by his own efforts, controlled by a resourceful mind.

As the name signifies, Mr. Radford is of English parentage. He was born in 1853 in Oneida County, New York. His parents, William and Elizabeth Radford, reached this country in 1852, making Prospect, New York, their home. There the elder Radford engaged in lumbering. In 1855 he moved to Wisconsin, where for sixteen years he worked for others at logging and lumbering. At the end of that time, or in 1871, a modest sum had been saved and, with his brother Stephen, he formed the firm of S. Radford & Bro. and bought an interest in a sawmill. This mill had a capacity of about 40,000 feet a day, and is still in operation, though many changes have been made in it since then and it is now considered one of the best milling plants in that city.

A complete sash, door, blind and moulding factory was added to this mill in 1879, which, also, has been operating successfully ever since. Its early output was 150,000 doors, 200,000 sash and 25,000 pairs of blinds a year. Later, in 1890, a branch office was established in Chicago, of which William A. Radford, a brother of Charles W. Radford, has charge.

In such surroundings as those above described, Charles Radford began his life, and, it might be said, absorbed much of the information that has later been of such use and value to him, and his early life amid these surroundings gave him a working knowledge that came not only from hearsay but from actual inspection of and connection with the industry. His education was obtained in the public schools of Oshkosh. His vacations and spare time were employed in work in practically every part of the sawmill, and in this way he added to his knowledge of the business and became thoroughly familiar with it. When his father and uncle bought the mill in 1871, Charles was put in command of nearly every department successively, and continued in the employ of his

father's firm until 1881, when he was given a partnership in the business and the firm name was changed to Radford Bros. & Co.

His influence upon the business thus established increased as the years passed by, and he is today, and has been for many years, the controlling spirit. He has been engaged in numerous timber and lumber operations in northern Wisconsin, and in all these matters has shown his ability, which has been the predominating trait in his character since his boyhood. An instance showing one of his characteristics is the fact that the Radford company's plant has never been operated at night. It runs twelve months in the year and turns out a tremendous amount of work, but Mr. Radford is of the opinion that the day is the time in which to work and night should be used for recuperation alone.

While all manner of products that are manufactured by similar concerns are produced at this plant, Mr. Radford makes a specialty of doors, and particularly front doors. These are made up in special designs drawn by experts for the company. They are Mr. Radford's pets, and as such have been given names embracing persons and events of world-wide import. During the Spanish-American War such names as Luzon, Ponce, Admiral, Teddy, etc., were used, and these names, being on the lips of every one, attracted to the doors attention that, perhaps, they would not have achieved in any other way.

While a public-spirited man in every sense of that term, Mr. Radford has not sought political recognition as a reward for his counsels or the support that he has given. Several positions of a political nature have been forced upon him, but they have not been of a very remunerative character. He has been a member of the park, police and fire boards and is a trustee of the public library of Oshkosh. He has been a consistent Republican and has done much to promote the success of his party in his State.

Some idea of Mr. Radford's business interests may be gleaned from a list of the offices he holds. He is president of

the Radford Sash & Door Company, of Chicago; president of the Western Manufacturing Company, of Chicago; president of the Berlin Gas Company, Berlin, Wisconsin; president of the Wilkin-Challoner Company, of Oshkosh, which manufactures the Wilkin steam gang and nigger, steam set works and all kinds of sawmill machinery; vice president and director of the new German-American Bank, of Oshkosh; vice president of the Radford Architectural Company, of Chicago, and vice president of the American Carpenter & Builder Publishing Company, of Chicago. In September, 1905, Mr. Radford opened at Duluth, Minnesota, a jobbing house under the style of the Radford Company, and of this he is the chief owner.

He belongs to all of the Masonic bodies, including Knights Templar, and for many years has been an enthusiastic Mason.

Mr. Radford married, in 1882, Miss Nettie J. Haff, the daughter of Rev. Franklin R. Haff, who was for many years rector of Trinity Church, Oshkosh. Four boys—Frank W., Charles Weston, Daniel H. and Edward P. Radford—of all of whom the father is justly proud, comprise their interesting family.



A type of man, coupled with a keen enterprise and a love of Chicago. In all his affairs, he is a thoroughgoing avenger. In his local office, he is a man of the community, he is a man of the community, he is a man of the community. Some of them are of a business sort. These he has to do to financial success. He would have no patience with a game at which he could not or did not win. If the game be a venture into some business field which has attracted his attention, the charm of it for him is in winning success against obstacles, however formidable or numerous—and win he must.

The phrase "mental application" should not be misunderstood. There is nothing of witlessness or inconsequence in Mr. Madison's nature. On the contrary, he is capable of the most intense and thorough application. Indeed, having once taken up a subject, he is compelled by his very nature to think it out in all its phases and ramifications. But, having worked out a subject to a conclusion, he turns at once to some other, which he takes up with the same pertinacity and mental concentration. There are no mental loafing spells with him.

While undoubted objects of his ambition are not all of a pecuniary sort. He seems to have no desire for great wealth. In a money-making business, profit is the necessary token of success. He will not take any return; but he will devote the same energy and persistence to an enterprise the nature of which is not calculated to lead him to the ordinary business path. That he has



WILLIAM ADDISON RADFORD

William A. Radford

A type of restless mentality, ambition and physical vigor, coupled with a thoughtful and sound judgment which makes enterprise safe and effort consecutive, is William A. Radford, of Chicago. His vocation is the wholesaling of sash and doors, in which he has attained no small degree of success and achieved more than local reputation, but he has numerous avocations. Some of them are altruistic, as when he accepts local office, to which, for the benefit of the community, he devotes the same intelligence and energy he displays in his own business. Some of them are of a business sort. These latter he directs to financial success. He would have no patience with a game at which he could not or did not win. If the game be a venture into some business field which has attracted his attention, the charm of it for him is in winning success against obstacles, however formidable or numerous—and win he must.

The phrase, restless mentality, should not be misunderstood. There is nothing of fickleness or inconsequence in Mr. Radford's makeup. On the contrary, he is capable of the most intense and continued application. Indeed, having once taken up a subject, he is compelled by his very nature to think it out in all its phases and ramifications. But, having worked out a subject to a conclusion, he turns at once to some other, which is followed with the same pertinacity and mental concentration. There are no mental loafing spells with him.

While ambitious, the objects of his ambition are not all of a mercenary sort. He seems to have no desire for great wealth. In a matter where financial profit is the necessary token of success, he insists on a money return; but he will devote the same energy and enthusiasm to an enterprise the nature of which is not reached along the ordinary business path. That he has

other interests than those of a purely business character is still further evidenced by his private library. He has a fondness for rare and old books, as well as for the standard works of literature, and many curious old volumes, yellow with age, are to be found in his home.

William Addison Radford was born in Oshkosh, Wisconsin, September 14, 1865. His father and mother, William and Elizabeth Radford, came to the United States from England in 1852, settling first at Prospect, New York, where his father engaged in lumbering. Three years later William Radford moved with his family to Wisconsin, where he engaged in logging and lumbering operations on behalf of others until 1871. In that year he and his brother, Stephen Radford, formed the firm of S. Radford & Bro., and purchased an interest in a sawmill in Oshkosh, which afterward became widely known especially for the prominent share it took in the development of the band saw as a tool for cutting logs. Since then many changes have been made in the equipment, and the mill, still in operation, is now one of the best modern sawmill plants in that city. A son of William Radford, Charles W. Radford, was taken into partnership in 1881 and the firm name changed to Radford Bros. & Co., which is still the title under which a vastly larger business is now conducted. Previous to that date—in 1879—a complete sash, door, blind and moulding factory was added to the plant, and today the products of this factory have a wide reputation.

William A. Radford attended the public schools until he was fifteen years old, graduating at that age from the magnificent high school of Oshkosh. As was natural for a youth born and reared in a lumber town and having a father and brother in the lumber business, he immediately turned to the lumber industry for occupation. His first employment was with Radford Bros. & Co., of Oshkosh, as clerk in their office. He remained with this firm six years, and in 1886 accepted a position with a Wichita sash and door company, of Wichita, Kansas, as the secretary. This was a concern affiliated with

Radford Bros. & Co. He remained in this capacity until 1889, when he severed his connection with this company to enter a larger field in Chicago.

It was at about this time that sash and door factory owners awoke to a realization of the special advantages enjoyed by the jobbing houses located at central points where they had better shipping facilities, lower freight rates and stood better chances of getting cars than at the factories located at lumber producing points. These jobbing houses bought in bulk lots from the factories, and from their stocks at central points thus secured redistributed goods in carload lots or less to the retail trade throughout the country. Many of the manufacturers wished to share this advantage, and among them were Radford Bros. & Co. For the purpose, therefore, of having a centrally located warehouse and business organization from and through which to ship their product more quickly and to better advantage and to be relieved from the almost entire dependance upon jobbers, Radford Bros. & Co. established the Radford Sash & Door Company in Chicago, in June, 1890. The officers of the company were as follows: Charles W. Radford, president; Stephen Radford, vice president; William A. Radford, secretary and treasurer. William A. Radford is still occupying these offices.

He is also president of the William A. Radford Company, of Chicago, organized early in the summer of 1906. He was the principal incorporator of this concern, which does business as a wholesaler of sash and doors. The above includes Mr. Radford's direct connection with the sash and door trade, but his business interests do not end here, for he is at the head of the affairs of three other companies also located in Chicago. He is president of the Radford Architectural Company, president and treasurer of the *American Carpenter and Builder*, a publication whose field is indicated by its name, and president of the Farm Press Publishing Company.

The Radford home was for thirteen years at Riverside, a beautiful southwestern suburb of Chicago, but in 1905 the

family residence was changed to 5006 Drexel Boulevard, Chicago. Mr. Radford takes no active interest in politics, but has been ready to serve his neighbors on demand, and so during his residence in Riverside he was president and trustee of the village. He is a stockholder in the Riverside State Bank and in the American Trust & Savings Bank, of Chicago.

Mr. Radford's secret society affiliations are confined to Masonry, in which he has taken the thirty-second degree. He was one of the organizers, in 1901, of Riverside Lodge No. 862, A. F. & A. M., at Riverside, where he then resided. He was made the first Master of the lodge under dispensation until the charter was obtained, when he was regularly elected to the office and served as Master. He is now Past Master of this lodge.

In his religious affiliations Mr. Radford inclines toward the Presbyterian faith and is an attendant of that church. He is a member of the Union League, the leading social-business club of Chicago. He cannot be said to have any particular fad or recreation unless it be found in his variety of interests and work. He is a sash and door man by inheritance, breeding and taste and finds his greatest pleasure in that business, but he is also much interested in the publishing business, which may be considered his avocation. He takes a justifiable pride in the success of the *American Carpenter and Builder*, which he established in 1904, but which already has a circulation running high into the thousands. This is an achievement somewhat remarkable, for it points out one of the great successes in class journalism achieved by a man whose chief experience had been in entirely different channels. It is a demonstration, however, of Mr. Radford's energy and mental versatility.

Mr. Radford married, on June 17, 1890, Miss Helen M. Manuel, at Wichita, Kansas. Two sons have been born to them—Roland Dickerman, aged fourteen, and William A. Radford, Junior, aged twelve years. William is attending a private school in Chicago and Roland is a student at the Military Academy at Highland Park, Illinois.



Thomas Munroe

When a man adds to his life the service of his country, he leaves behind him a life well lived. Thomas Munroe, born October 26, 1844, died April 27, 1891, and his life was a life of service. He was a man of several months' duration. He was a man of the business history of that city and on the history of that section of his State a record of achievement that will long survive.

Thomas Munroe was born at Rushville, Schuyler County, Illinois, October 26, 1844. One branch of his ancestors had come to this country in 1650. They and their descendants settled in Connecticut, New York, Maryland and Virginia. Thomas Munroe, Senior, his father, was a physician and surgeon who, after a few years of practice in his profession at Baltimore, Maryland, moved in 1834 to Jacksonville, Illinois, and in 1843 to Rushville in the same State. He died April 27, 1891. Thomas Munroe's mother, Mrs. Abby (Homan) Munroe, was the only daughter of Rev. John Homan, who held the rank of major in the Revolutionary War. Mrs. Munroe, born in 1812, passed away January 1, 1891.

Thomas Munroe, Jr., was one of seven children, of whom Thomas Munroe, Jr., for future lumberman, was next to the eldest, who died in infancy. As a boy he attended the district schools, and at the age of eighteen entered the Illinois Western College at Bloomington, Illinois, where he remained about two years. Subsequently, he spent six years as a clerk in a general store at Rushville, but in 1870 he resigned that position and went to Muskegon. He immediately entered the office of L. C. Mason & Co., lumber manufacturers, with whom he remained eight years, at first in charge of the books



THOMAS MUNROE

Thomas Munroe

When a man adds to a life of activity a clean record as a public servant, he leaves behind him a biography almost ideal. Such a life was terminated at Muskegon, Michigan, October 17, 1906, when Thomas Munroe, superintendent, secretary and treasurer of the Thayer Lumber Company, passed away after a brave fight against an illness of several months' duration. He left engraved on the business history of that city and on the political history of that section of his State a record of achievement that will long survive.

Thomas Munroe was born at Rushville, Schuyler County, Illinois, October 26, 1844. One branch of his ancestors had come to this country in 1650. They and their descendants settled in Connecticut, New York, Maryland and Virginia. Thomas Munroe, Senior, his father, was a physician and surgeon who, after a few years of practice in his profession at Baltimore, Maryland, moved in 1834 to Jacksonville, Illinois, and in 1843 to Rushville in the same State. He died April 23, 1891. Thomas Munroe's mother, Mrs. Annis (Hinman) Munroe, was the only daughter of Benjamin Hinman, who held the rank of major in the Revolutionary army. Mrs. Munroe, born in 1815, passed away February 6, 1905.

To this excellent couple were born seven children, of whom Thomas Munroe, the future lumberman, was next to the eldest, who died in infancy. As a boy he attended the district schools, and at the age of eighteen entered the Illinois Wesleyan College at Bloomington, Illinois, where he remained about two years. Subsequently, he spent six years as a clerk in a general store at Rushville, but in 1870 he resigned that position and went to Muskegon. He immediately entered the office of L. G. Mason & Co., lumber manufacturers, with whom he remained eight years, at first in charge of the books

and other office affairs and later as manager of the outside work.

In February, 1878, Nathaniel Thayer, of Boston, succeeded to the ownership of the manufacturing plant and property of L. G. Mason & Co., and Mr. Munroe was placed in charge as superintendent. At first the mill was operated as a custom mill, but gradually the business was enlarged by the purchase of logs and timber under Mr. Munroe's management. In 1881 Mr. Thayer organized the Thayer Lumber Company, a corporation, to which he conveyed the property formerly owned by L. G. Mason & Co. The history of the Thayer Lumber Company under Mr. Munroe's management constitutes one of the most remarkable records to be found in the annals of the lumber industry of the United States. The company has been one of the most successful that has ever engaged in the manufacture of lumber in Michigan, and this result was due wholly to the intelligent management and indomitable energy of the company's superintendent, who gave it his most faithful service.

The company operates at Muskegon two mills, one of which was built by L. G. Mason & Co. in 1864, and the other purchased from Bigelow & Co. in the winter of 1887. These two mills have a combined annual capacity of approximately 50,000,000 feet of lumber. The company has been a very large shipper by rail, the product going chiefly to the East and Southeast. It was one of the pioneers in building logging railroads for carrying logs to the river or mills.

The company originally had large holdings of timber in Newaygo and Missaukee counties. This source of supply became exhausted and, in the fall of 1896, the mills blew a final blast which was supposed to signify the termination of the company's operations. Mr. Munroe, however, had been advising the company to acquire more timber. He went to Boston in 1896 to urge the officers in that behalf, but political and industrial conditions were such that the stockholders were reluctant to engage in further investments. The most notable achievement of the company, however, occurred in the year

following, when Mr. Munroe induced the Boston people to make a purchase of the famous Canfield tract in Kalkaska County. In January, 1897, the purchase was made, the price paid being \$1,250,000, at that time one of the largest transactions in the history of the lumber industry in Michigan. These holdings were augmented by subsequent purchases in the same territory. The wisdom of Mr. Munroe's recommendation has long been demonstrated, for the profits estimated by him have been exceeded many times by the actual results. Logs are brought from these tracts of timber by rail a distance of 200 miles, and are manufactured by the company's mills in Muskegon.

The interests of the Thayer Lumber Company were handled by Mr. Munroe with absorbing intensity and success, notwithstanding which he had become prominent in other lines of business and in the shaping of public policies in his city and state. He was for many years a stockholder and director of the Muskegon Booming Company, its treasurer for four years, and in 1888 was elected its secretary. Mr. Munroe was one of the incorporators, in 1880, of the Munroe Manufacturing Company; he was one of its principal stockholders and its president and general manager. This company operated a planing mill during a successful career of more than twenty years, and at the height of its activity it ranked as one of the largest concerns of its kind in the United States.

Mr. Munroe was a member of the firm of Munroe & Brinen, dealers in logs and lumber, and was interested in vessel property also. He was interested in many other prominent business institutions, having been president of the Hackley National Bank, vice president of the Grand Rapids-Muskegon Power Company, president of the Newcastle Box Company, vice president of the Indiana Box Company, president of the Michigan Washing Machine Company and a director of the Muskegon Valley Furniture Company, Sargent Manufacturing Company, Grand Rapids Desk Company, Quinn Supply Company, Muskegon Traction & Lighting Company and Citi-

zens' Telephone Company. He was for more than eight years a member of the Board of Education of the City of Muskegon, serving a greater part of that time as its secretary.

Mr. Munroe was made a Mason in Rushville Lodge No. 9, Illinois, May 29, 1869. After his removal to Muskegon he affiliated with Lovell Moore Lodge No. 182, February 21, 1877. He held the office of Senior Warden in 1880 and 1881 and that of Worshipful Master in 1882, 1883, 1884 and 1888. He was a member of Muskegon Chapter No. 47, Royal Arch Masons, and its Excellent High Priest from 1892 to 1895 inclusive; he was also a member of Muskegon Council No. 54, Royal and Select Masters. He became a Knight Templar in 1878 and was a member of Muskegon Commandery No. 22. He was its eminent Commander in 1889 and 1891. He also received all the degrees of the Ancient Accepted & Scottish Rite, and held the office of Illustrious Commander-in-Chief of Dewitt Clinton Consistory in 1903, 1904 and 1905. September 20, 1898, he received the thirty-third degree and was made an honorary member of the Supreme Council at Cincinnati, Ohio.

Mr. Munroe married, June 19, 1872, Miss Kathrine A. Jones, daughter of John R. Jones, of Remsen, Oneida County, New York. They had no children. He had one sister—Miss Mary A. Munroe, of Rushville, Illinois—and four brothers—James E. Munroe, of Chicago, Illinois; Hinman Munroe and Charles G. Munroe, of Rushville, Illinois, and William Munroe, of Muskegon, Michigan.

In politics Mr. Munroe was an active, uncompromising, influential Republican. As a citizen he stood high in the esteem of his fellow men as a sagacious, far-sighted business man, broad-minded and progressive in everything that concerns the public welfare, liberal and generous in his charities, fair and discriminating in his counsel. The intelligent, unrelenting performance of duty was ever his most prominent characteristic. His loyalty to his friends challenged admiration equal to that inspired by his devotion to duty.



A family of less widespread name but which looms large in a more restricted horizon is the Jackson family of Maryland. During the last three-quarters of a century it has furnished men prominent in business and in public life. It has furnished a Governor of the State and, in the subject of this sketch, a representative for thirty years of the First Congressional District of Maryland. The history of the family were more smoothly told than is usually found in its name is linked with other Jacksons of a former name. But, however that may be, the name of Hugh Jackson, who was born in the early part of the 18th century, of the eastern shore of Maryland, was prominent in the history of the State for many years.

Hugh Jackson was born in 1725, in his father's house, on the shore of the Chesapeake Bay, in the county of Kent. He married in 1745, a daughter of a Senator of the State, and they had five sons. These were: John, Hugh, William, James, and George. John, the eldest, was born in 1745, and was a lawyer and a member of the Maryland Assembly. He was also a member of the Maryland Senate. He died in 1800, and was buried in the family vault in the church of St. John's, in the city of Baltimore.



WILLIAM HUMPHREYS JACKSON

William H. Jackson

In the United States are many families that for generations have contributed to its history, and usually along certain well-defined lines. Some produce statesmen, some jurists, some divines, some financiers, and some are possessed of a sort of universal genius which produces men eminent along several different lines. Some of these families are national in their fame, such as the Lees, the Adamses, the Randolphs, the Harrisons and the Fields.

A family of less widespread fame, but which looms large in a more restricted horizon is the Jackson family of Maryland. During the last three-quarters of a century it has furnished men prominent in business and in public life. It has furnished a Governor of the State and, in the subject of this sketch, a representative for three terms from the First Congressional District of Maryland. Perhaps, if the history of the family were more minutely gone into, it might be found that its name is linked with other Jacksons, of still wider fame. But, however that may be, the descendants of Hugh Jackson, who was born October 16, 1814, near Salisbury, on the eastern shore of Maryland, fill a large place in the political life of the old Cavalier State, and in business are renowned not only at home but all along the south Atlantic Coast.

Hugh Jackson was a man of substance and standing in his time. He was at one time judge of the Orphans' Court of the County of Somerset and was also a member of the county school board. He married Sarah McBride Humphreys, who bore him five sons. They were E. E. Jackson, W. H. Jackson, R. W. Jackson, W. F. Jackson and I. N. Jackson, who became prominent in the lumber industry of Maryland, Virginia, North Carolina, South Carolina, Alabama and other southern states. In early life Hugh Jackson was a farmer and

did not venture into general business until 1862, when, with his oldest son, E. E. Jackson, later Governor of Maryland, he entered the mercantile, lumber and grain business under the style of E. E. Jackson & Co. Into this firm, about 1863, as a young man of twenty-four, came another son, William Humphreys Jackson, the subject of this sketch.

William Humphreys Jackson was born on his father's farm near Salisbury October 13, 1839. He received his education in the public schools and early began to assist his father on the farm. As a youth he began to buy cattle for shipment North, and just preceding and during the Civil War took Government contracts for the supply of horses and mules. Thus early he showed his mettle. About 1863 he joined his father and brothers in E. E. Jackson & Co., at Salisbury. Lumber was purchased in the country round about Salisbury, which at that time was fairly well timbered with yellow pine, and this, together with lumber of their own production, was handled through the Salisbury plant and shipped to customers in Baltimore, Philadelphia, Washington and New Jersey points.

E. E. Jackson & Co. had a flooring mill at Baltimore and were one of the leading business houses of that city. In Washington, D. C., they had a factory for the manufacture of flooring and fine cabinet wood ware. At Salisbury, Maryland, they manufactured box shooks exclusively. At Whaleyville, Virginia, they had a sawmill plant. When the business was divided in 1889, William H. Jackson and his son, William P. Jackson, bought the factory at Salisbury and the sawmill and railroad properties at Whaleyville, Virginia. The other brothers bought the Baltimore and Washington mills.

In 1894 the Jackson Bros. Company was organized to take over the plants and business at Salisbury and Whaleyville. Of this company W. H. Jackson was president; W. F. Jackson, vice president, and W. P. Jackson, secretary and treasurer. In March, 1903, W. F. Jackson died, but the organization was continued under the same name, with H. B. Phillips as vice president in place of the deceased.

In 1894, at the time of its incorporation, the company bought large timber tracts in North Carolina and South Carolina to supply the mills at Whaleyville. This mill is a famous one in the history of the North Carolina pine industry. Its capacity is 200,000 feet a day under favorable circumstances, being equipped with three bands and a gang. The timber is supplied over a railroad forty-five miles long, owned by the company, equipped with five locomotives and 130 logging cars. The product is put into condition for marketing by means of twenty brick dry kilns. It is, in every department, one of the finest mill plants of that great producing section. During the last thirty years the Salisbury institution, now operated by the Jackson Bros. Company, has supplied the Standard Oil Company with the boxes for its export oil.

The Salisbury business has grown to large proportions. The plant consists of a box shook factory and planing mill, with a combined capacity of 200,000 feet of lumber a day. The equipment consists of thirteen planers and matchers, two moulders, five gang rip saws and five resaws, besides edgers, cutoff saws, etc. One of the features of this great plant is the lumber shed which holds 7,000,000 feet of rough and dressed lumber. It is supposed to be the largest single lumber shed in the country. The Salisbury plant, it will be seen, is a remanufacturing and distributing establishment; but it is backed by the great plant at Whaleyville that in turn is based upon standing timber in North Carolina and South Carolina which now amounts to 500,000,000 feet and is being constantly added to by purchase.

William H. Jackson is not only president of the Jackson Bros. Company, but is also president of the Beaufort County Lumber Company, which is practically the timber holding company of the former. The Jacksons began buying their timber in 1874 in Nansemond County, Virginia, and to build a railroad which was the first in the South to be used exclusively for lumbering purposes. It started at Suffolk, a suburb of Norfolk, and extended to the Chowan River, North Caro-

lina. This was during the life of the firm of E. E. Jackson & Co., which cut out its holdings there in 1888 and dissolved, as previously stated, by mutual agreement in 1889, at which time the firm of W. H. Jackson & Son, located at Salisbury, Maryland, took over the plant at that place.

In 1886 Mr. Jackson, together with E. E. Jackson and certain Pennsylvania business friends, began buying timber lands in Alabama and Florida, and later organized the Jackson Lumber Company, of Lockhart, Alabama. William H. Jackson was president of this company and W. P. Jackson its secretary and treasurer until its sale in 1901 to Messrs. Crossett, Gates brothers and Watzek, of Davenport, Iowa. At the time of the sale the company owned in fee simple about 150,000 acres of fine timber lands.

Mr. Jackson is a director of the Salisbury National Bank, of which his son, William P. Jackson, is president. He is interested in several manufacturing establishments in and about Salisbury and is president of the Courier Publishing Company, publisher of the *Courier*, a weekly paper of Salisbury.

In 1863 William H. Jackson married Arabelle Humphreys. They had five children, two of whom are living. One, Mary Belle, born in 1874, is now Mrs. Josiah Morvel, and the other is William Purnell Jackson, born January 11, 1868, and intimately associated with his father in business.

Mr. Jackson is a Methodist in his church affiliations and a Republican in politics. As such he has thrice been elected to Congress from the first district of Maryland, being successful in 1900, 1902 and 1906. He is a Mason and a life member of the Salisbury lodge. In 1904 Mr. Jackson built and presented to the public, through the directors of the Peninsular General Hospital, a large brick structure to accommodate forty-five patients. He is a director of this hospital, of whose board his son is president and who furnished the hospital throughout.





Ferdinand C. Fischer

One of the most unique and remarkable men connected with the lumber industry was Ferdinand C. Fischer of Grove, Ohio, who died September 10, 1906. It is hard to connect with the lumber industry have established so individual a place for themselves as had Mr. Fischer, and no one was more generally understood or misunderstood. He was a many-sided man who had to be taken as a whole to receive full appreciation. Like a well-cut diamond he was. Those who met him only under circumstances that required him to keep the cutting point in evidence were likely to regard him simply as a coldly logical, mathematically exact and unsympathetic entity, having a mind only for precise results. But from a point of view that took in different sides of his character until he was viewed as a whole, following the simile, the presentation was as splendid a one as flawless crystallization and faultless working could produce.

Ferdinand Carl Fischer was a son of Herman Fischer, who was born in Hildesheim, Germany, and came to this country practically a penniless boy in the early '40's. His mother was Sarah Sophia Turner Fischer, a descendant of a celebrated Maryland family which had migrated to Ohio at an early date. The young couple settled in Cincinnati, Ohio, and there on February 2, 1857, Ferdinand C. Fischer was born. At the age of fifteen he was sent to the University of West Virginia, at Morgantown, in that State, but gave up his college life when, in 1873, the family moved to Oil City, Pennsylvania. There he secured a position as bookkeeper for the firm of Lay & Moore, lumber dealers, with whom he remained for three years, all the while cherishing the idea of going West, where he believed the opportunities for a young man were much greater than in the more conventional and conservative East.

FERDINAND CARL FISCHER



FERDINAND CARL FISOHER

Ferdinand C. Fischer

One of the most unique and admirable characters identified with the lumber industry was Ferdinand C. Fischer, of Coal Grove, Ohio, who died September 10, 1906. Few men connected with the lumber industry have established so individual a place for themselves as had Mr. Fischer, and no one was more variously understood or misunderstood. He was a many-sided man who had to be taken as a whole to receive full appreciation. Like a well-cut diamond he was. Those who met him only under circumstances that required him to keep the cutting point in evidence were likely to regard him simply as a coldly logical, mathematically exact and unsympathetic entity, having a mind only for precise results. But from a point of view that took in different sides of his character until he was viewed as a whole, following the simile, the presentation was as splendid a one as flawless crystallization and faultless cutting could produce.

Ferdinand Carl Fischer was a son of Herman Fischer, who was born in Hanover, Germany, and came to this country practically a political exile in the early '40's. His mother was Sarah Sophia (Turner) Fischer, a descendant of a celebrated Maryland family which had migrated to Ohio at an early date. The young couple settled in Cincinnati, Ohio, and there on February 2, 1857, Ferdinand C. Fischer was born. At the age of fifteen he was sent to the University of West Virginia, at Morgantown, in that State, but gave up his college life when, in 1876, the family moved to Oil City, Pennsylvania. There he secured a position as bookkeeper for the firm of Lay & Moore, lumber dealers, with whom he remained for three years, all the while cherishing the idea of going West, where he believed the opportunities for a young man were much greater than in the more conventional and conservative East.

Through correspondence he secured a position as manager of a yard operated by the Leidigh & Schullenberger Lumber Company, of Osborne, Kansas. In this new position, for which his former experience had well qualified him, he developed marked executive ability, and it was not long before he attracted the attention of associates of the late M. T. Greene, of the Chicago Lumber Company. Mr. Greene offered him the position of bookkeeper at the Des Moines (Iowa) yard of the Chicago Lumber Company. In 1883 he was made manager of this yard, which position he retained for five years, largely increasing the volume of the business of the company in that city, and adding greatly to his experience. In 1888 Mr. Fischer was placed in charge of the Chicago Lumber Company of Denver, Colorado, becoming vice president and general manager and acquiring a considerable amount of stock in the company. Mr. Fischer's duties gave him general supervision of the numerous yards in Colorado and New Mexico then owned and operated by the company.

During the next few years Mr. Greene's business became somewhat involved, and Mr. Fischer and his associates took over his Denver interest. Finally, Mr. Greene's affairs led to a trusteeship by the First National Bank of Chicago, among the institutions taken over being the Yellow Poplar Lumber Company, of Coal Grove, Ohio. This company had incurred a heavy indebtedness and its affairs were in a badly tangled condition. Mr. Fischer was made manager and treasurer of the company and to him was given the task of bringing order out of chaos. In a short time, by his sound judgment, remarkable executive ability and quiet diplomacy, he had made a settlement of the company's indebtedness to the bank, put it again on a sound basis, and taken the company over himself, becoming president and chief owner of the stock, and for years this company has been one of the strongest and most reliable concerns in the country.

But while Mr. Fischer was giving his attention to untangling the affairs of the Yellow Poplar Lumber Company, his

Denver business, to which he had been unable to devote any time and which had been left in charge of subordinates, had been steadily retrograding. Finally, the concern was forced to retire, but this experience only served to emphasize the sterling qualities of Mr. Fischer's character. In a few years he had paid every dollar of its indebtedness and vindicated his reputation for scrupulous integrity.

After Mr. Fischer secured control of the Yellow Poplar Lumber Company its operations were widened and diversified and its business and timber holdings were largely increased. One of the more recent deals involved 29,000 acres rich in poplar. As a commercial genius and business executive, Mr. Fischer had few equals in the business world, and his ability was exemplified in the perfect business organization which has so efficiently conducted the affairs of the Yellow Poplar Lumber Company and its other interests in the mountain districts. Leon Isaacson, vice president, is in charge of the timber and logging operations of the company, while C. M. Crawford, secretary and treasurer, gives his attention to the manufacture and sale of the lumber. These two gentlemen, with Mr. Fischer as the company's head, for many years controlled the business of the Yellow Poplar Lumber Company, one of the most successful manufacturing concerns in the United States, and, perhaps, the largest of its kind.

Mr. Fischer's own business ventures were partly in connection with those of the Yellow Poplar Lumber Company and partly independent, and among other carefully thought-out investments was one in the Guerrero Iron & Timber Company, with extensive and valuable land holdings in the State of Guerrero, Mexico. In this company he was associated with a number of leading lumbermen and capitalists of the eastern part of the United States.

Mr. Fischer was largely instrumental in organizing the Hardwood Manufacturers' Association of the United States, and also occupied a prominent place, though not officially, in the councils of other lumber associations, particularly the Na-

tional Lumber Manufacturers' Association. His time and money were freely expended in their behalf, and his counsel was potent with them. He was a believer in the broad principle that he could best serve his own interests by promoting the welfare of his associates and competitors in business.

Mr. Fischer was married at Ashland, Kentucky, June 30, 1896, to Miss Elizabeth Ringo, a daughter of Willis L. Ringo, who was Secretary of State at the time Governor Bucknow was in office. Two children were born to the couple—Sarah Elizabeth, now nine years of age, and Ferdinand Carl, Junior, seven years old.

Mr. Fischer had his warm friends and, perhaps, his enemies, but it is doubtful if he was an enemy to any man, for his mind was too logical and his self-control too great to allow him to cherish antagonisms. He was a genial companion and a most loyal friend, and yet was intrinsically reticent. He made acquaintance readily, but was slow to give his friendship; but once given, that friendship was not to be turned aside. His reticence arose from the very analytical quality of his mind. He would express no opinion until he had one, and formed no opinion until he had studied a subject in all its bearings.

Added to his remarkable intellectual qualities—to that honesty with himself which was one of his chief characteristics and which permitted him to cherish no illusions and admit no delusions—was his honesty with others. His word was given no more readily than his bond, but once given it was as good as his bond and, perhaps, a little better. With a mind so constituted as was his, good faith was inevitable. With his friends he was unswervingly loyal and unselfishly generous.





EDMOND FAIRFIELD DODGE

Edmond F. Dodge

'Tis a kind of good deed to say well ;
And yet words are no deeds.

So wrote, more than two centuries ago, the most distinguished playwright of any age.

Human nature has always been the same since the creation, and yet so far as is known no man had so cleverly and succinctly expressed one of the most common foibles of humanity—which is for a man to set forth in pompous phrase what he intends to do, and then do nothing. All the high-flown language of which the tongue is capable will not create a dollar of income in any commercial pursuit; will not grow a blade of grass, win a battle, or fell a tree. The men who talk about doing things are well enough in their way, as Shakespeare intimates, but the men who do and act are the ones whom the world most delights to honor.

When a man is found who displays an absorbing enthusiasm in his business he may as well at once be accorded the laurels, for he is bound to secure them. His work hours are never broken in upon by distracting engagements, while his play time is used merely as a means for recuperating the strength necessary for a renewal of the work habit. Frequently, this absorption in business matters is carried to an extreme, and while the extremist may profit the more financially, he loses something in breadth of mind and in physical well-being. There can be excess in work as in eating or drinking, and nature is certain to demand the penalty sooner or later—usually all too soon.

A gentleman of prominence in the hardwood lumber trade of the North and South who commendably exemplifies a maximum of enthusiasm in the promotion of his lumber business, combined with an adequate amount of recuperation, is

Edmond Fairfield Dodge, central figure in the P. G. Dodge Lumber Company, of Chicago. Mr. Dodge was born at the old Dodge homestead in New Lyme, Ashtabula County, Ohio, November 30, 1866. His father, the late Philo G. Dodge, was born in the same house November 18, 1840. His great-grandfather, Jeremiah Dodge, was one of the Connecticut pioneers who went west of the Allegheny Mountains in the early part of 1800 and settled in what was then known as the "Western Reserve," comprising about a dozen counties in the northeastern section of Ohio. The members of the party were mostly from Lyme, Connecticut, and hence they named their new settlement New Lyme. The Dodge family is of Puritan origin; and while the American branch did not come over in the *Mayflower*, members of the family came over a few years afterward and were prominent in the government and up-building of the new colony. The family is traced back to 1307, during the reign of Edward I, who conferred the order of knighthood upon a distinguished member of the family at that day and which was regranted to another member of the family by Henry VIII.

Philo G. Dodge in 1864 married Lovisa L. Jones, daughter of Silas Jones, of Lenox, Ashtabula County, Ohio. Their son and only child was less than a year old when the family moved to Chicago in 1867. Shortly after his arrival P. G. Dodge started a hardwood lumber yard at Twelfth and Canal streets, taking as a partner his older brother, E. J. Dodge, who was previously engaged in manufacturing lumber at Ligonier, Indiana, and the firm name was E. J. Dodge & Bro. Three years later P. G. Dodge purchased the interest of his brother, and for several years conducted the yard under his individual name. In 1876 the yard was removed to Bunker and Canal streets and in 1878 to Polk Street and Fifth Avenue, where the business was conducted until 1886, when it was removed to its present location, 2116 Lumber Street.

Edmond F. Dodge had a great thirst for knowledge when he was a youth, and studied with the same enthusiasm which

he later displayed in conducting his business. He attended the public schools and high school, leaving in 1881 to take the preparatory course at the Chicago University, where he remained two years. He then went to Oberlin College, Oberlin, Ohio, for two years. In 1887 he entered Lake Forest University, Lake Forest, Illinois, from which he graduated in 1891. After his graduation his father gave him a one-third interest in the lumber firm. In the fall of 1891 he began the study of law at the Northwestern University, but the death of his father in 1892 necessitated his taking his father's place in the lumber business. He was given valuable assistance by his uncle, E. J. Dodge, who looked after the buying for several years. He conducted the business successfully for three years, when he sold practically the entire stock upon the yard and went into the wholesale car trade, with offices in the Fisher Building, but continued to carry a small stock at 2116 Lumber Street. After a year of the car business he decided that a combination of the wholesale and retail trade was the ideal method of handling the hardwood lumber trade in Chicago, and, accordingly, in 1896 he moved his office back to the lumber district.

The business flourished greatly from that time on, and in 1903 it was incorporated as the P. G. Dodge Lumber Company, with a paid-in capital of \$70,000 and the following officers: Edmond F. Dodge, president and general manager; Charles A. Marsh, vice president; W. Treese Smith, secretary and treasurer. In September, 1905, Mr. Smith sold his stock to Charles E. Randall, of Chicago. The stock was afterward increased to \$100,000 and B. F. Bush was elected vice president and Charles E. Randall, secretary and treasurer. The company is now doing a business of \$800,000 a year, and its development has been so rapid that its volume of trade in 1906 was approximately ten times as great as it was in 1895. When the business was established in 1867 Ohio and Indiana hardwoods only were handled. In 1883 northern hardwoods were introduced and a specialty made of maple, birch and elm.

About 1888 oak, poplar and ash from the Tennessee River district were added.

In 1894 P. G. Dodge & Co. began to make contracts for complete sawmill cuts, shipping the lumber to the yard in Chicago and from thence distributing to the trade. In 1904, while still doing a large retail business, the company began to devote more attention to the shipment of carloads direct from mill points, which business has so increased that the company is now shipping in direct carload lots from forty-three different assembling points in the middle South, and fully two-thirds of its business is now handled direct from the mills. The southern operations are in charge of John T. Crane, of Dickson, Tennessee, who is also a stockholder in the company. He has ten men under him engaged in inspecting and shipping. Mr. Dodge makes a trip among the southern points of distribution about twice a month.

Mr. Dodge's favorite forms of recreation, were, formerly, tennis and golf playing, but within the last few years he has given more attention to the automobile. He brought to Chicago the first French car of Decauville make. He is a Mason, being a member of Kenwood Lodge No. 800, Chicago Chapter No. 127, Chevalier Bayard Commandery of Knights Templar No. 52, of which he is Junior Warden, and Oriental Consistory of the Valley of Chicago. Mr. Dodge joined the Hoo-Hoo in 1896. He is a member of the Union League Club, the new South Shore Country Club, the Colonial Club and the Kenwood Country Club. He is also an active member of the Lake Forest University Alumni Association.

Mr. Dodge married, on June 16, 1894, Miss Louise Belle Baker, daughter of Edward B. Baker, a former prominent business man of Chicago, now of Paris, France. Mr. and Mrs. Dodge have two children—Edmond F., Junior, born in 1898, and Dorothy, born in 1900.





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The men who have kept pace with the more diversified
market have had to be active and progressive, and the fact
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of their ability was a large factor in their success. The
responding age has been a factor in the trade as has Alphus
with his brother-in-law, a long time
lumber operator of that city. He has been a continuous period of more than thirty
remain in the same lumber trade for a
more.

Mr. Badger was born in Chicago
which time the family residence was
between Madison and Monroe streets
by the Chicago Athletic Club. The
lish descent. Mr. Badger's father
went to Chicago. His grandfather
grandfather

ALPHUS SHREVE-BADGER



ALPHEUS SHREVE-BADGER

Alpheus S. Badger

The lumber market of Chicago has witnessed many changes in the last thirty years—not merely changes in personnel and methods, but marked alterations in the woods which Chicago lumbermen are called upon to handle. Once a distinctively white pine market, Chicago has become, instead, a point of distribution for the woods of the Gulf and the Coast, as well as those of the forests of the North. It was the good fortune of some men to know Chicago when it was at the height of its white pine glory, and it has been the greater good fortune of some men to have known Chicago at that time and to have followed that market through all its changes to the present time, when one may visit the Chicago trade and purchase practically any wood of commercial use.

The men who have kept pace with the more diversified market have had to be active and progressive, and the fact that they have followed it through all its development is proof of their ability and devotion to the industry. Few men of corresponding age have had so extended an experience in the trade as has Alpheus Shreve Badger, of Chicago. Starting with his brother-in-law, Turlington W. Harvey, the heaviest lumber operator of that day, he has followed the business for a continuous period of more than thirty years, and promises to remain in the same line of trade for as long a period of the future.

Mr. Badger was born in Chicago, February 16, 1862, at which time the family residence was on Michigan Avenue, between Madison and Monroe streets, on the site now occupied by the Chicago Athletic Club. The Badger family is of English descent. Mr. Badger's father, Alpheus Camillus Badger, went to Chicago in 1861 from Louisville, Kentucky. His grandfather, Leonidas Virgil Badger, of Dover, New Hamp-

shire, was engaged in the foundry business at Portsmouth in the early part of the last century, and to him is assigned the credit of having made some of the first iron stoves ever used in this country. When Mr. Badger's father was sixteen years old he resolved to try his fortune in the growing West. His objective point was Louisville, Kentucky. For many years he was engaged in the banking business there, but the Civil War unsettled commercial matters along the border to such an extent that the business was moved to Chicago.

Mr. Badger's mother was Elvira Cecilia Sheridan, daughter of John Joseph Sheridan and Martha Washington (Moore) Sheridan, of Charleston, South Carolina. Mr. Sheridan came from London, England, and was of the family of Richard Brinsley Sheridan, the distinguished statesman and playwright. Mrs. Sheridan was the daughter of Stephen W. Moore and Ann (Bommer) Moore, a famous beauty of her day. One of the heirlooms of the Badger family is an embroidered white silk sash that was worn by Ann Bommer when she danced with General George Washington at a ball given in his honor during a visit to Charleston, South Carolina, in 1790.

Mr. Badger's ambition to start upon a business career was gratified when, in July, 1876, at the age of fourteen years, he entered the office of the T. W. Harvey Lumber Company as office boy at the extremely moderate salary of \$4.50 a week. He worked hard and faithfully and his advancement was rapid, so that within ten years he was promoted to the positions of manager and treasurer of the seventy retail yards operated by the company in Nebraska, Iowa, Missouri, Kansas and the Dakotas, and went to Lincoln, Nebraska, where western headquarters were established. There he remained until 1890, when he returned to Chicago and started in business on his own account, doing a wholesale trade in northern white pine and also operating sawmills at several points, during the first year shipping 30,000,000 feet of lumber to the retail trade, with correspondingly large quantities of shingles and lath.

In 1896 he was associated with Arthur S. Jackson in the

formation of the Badger & Jackson Company, of which he was president. This company had among its other lumber resources a contract to handle the entire output of the mills of the Diamond Match Company, at Ontonagon, Michigan, and Green Bay, Wisconsin, which, in its entirety, mounted into the hundreds of millions of feet, and which was terminated only by the exhaustion of the Diamond Match Company's timber supply in that section in 1905. Aside from that source of supply, however, the company bought cuts of various mills in northern Wisconsin, notably at Rhinelander, where large stocks were acquired during a series of years.

In September, 1906, Mr. Badger changed the style of the concern to the Badger-Pomeroy Company, Mr. Jackson having retired from the corporation in 1905. Mr. Badger's present associate is Eugene C. Pomeroy, of New York City. The Badger-Pomeroy Company at once secured valuable manufacturing connections in both the South and West, and, with ample capital at its disposal, started out in its new field of operation with all the prestige of a successful past and the assurance of an equally prosperous future.

Mr. Badger married Miss Frances Cowles, daughter of the late Judge Samuel Cowles, of San Francisco, California, and niece of the late Alfred Cowles, of the *Chicago Tribune*, and of the late Edwin Cowles, founder of the *Cleveland (Ohio) Leader*. Three children have been born of this union—Edwin Hunt Badger, born in 1892; Shreve Cowles Badger, born in 1897, and Frances Stewart Badger, born in 1904.

Mr. Badger rightfully can lay claim to Chicago as his abiding place by virtue of that city having been his birthplace and his residence during a period of thirty-six years. His four years' sojourn in Nebraska made the only break in this interval until 1900, when he erected a home in one of the city's most beautiful northern suburbs, Kenilworth, fifteen miles from the city and lying along the shore of Lake Michigan. His home is of colonial design, commodious and handsome in architectural effect, and is surrounded by large and well-kept grounds.

For many years he was a member of the Calumet Club, at Twentieth Street and Michigan Avenue. He is fond of his home and his family and finds in them all the diversion and pleasure which most men seek in membership in popular clubs. Shortly after his removal to Kenilworth he aided in the organization of its first Protestant Episcopal congregation and the erection of its church edifice. For several years he served as a church official, and he has given at all times much material aid in furthering the upbuilding of the parish.

Mr. Badger's ancestry was of a character to instill in him principles of patriotism, and none can lay claim to greater devotion to his country. Like that of other men of sense, this interest in the welfare of his country takes the form of a keen interest in the conduct of its affairs. Mr. Badger has never been a politician or participated in the upbuilding of any political creed which he did not think subject to criticism and improvement. His activity in a political way has been rather the keen interest of a private citizen in all political movements. He has never been a candidate for office, though always aggressive in his endeavors to see that the public offices are properly filled.

It is fortunate for Mr. Badger that he has seen the value of first selecting his life work and then giving it his undivided attention. His experience of thirty years or more in the lumber industry—a record remarkable for a man of his age—has been due entirely to his policy of continued devotion to a single business, and the success that he has achieved in a commercial way has been due entirely to this same close attention to the particular line of enterprise to which he dedicated himself early in life.

One may look in vain through the story of Mr. Badger's career for evidence that his increasing prosperity has been due to any fortuitous accident or to the particular assistance of any person besides himself. While actuated by purely commercial motives, his devotion to his chosen work has been sincere and his success, therefore, deserved.





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MARTIN FORD AMOROUS

Martin F. Amorous

So much as any one quality is responsible for a man's success, diligence, which is a combination of energy and enthusiasm, has been the keynote of the career of Martin Ford Amorous, of Atlanta, Georgia. With this as his talisman, Mr. Amorous won in the struggles of youth and made for himself a place of commercial importance and civic influence, acquiring in the meantime a fortune and a reputation that will survive when his work is finished. Martin Amorous is best known to the world of industrial enterprise as the president of the Union-Pinopolis Saw Mills, of Atlanta, Georgia, and also of the Aripeka Saw Mills, of Fivay, Florida. More generally he is known as a pioneer in the exportation of yellow pine to the West and a great organizer of lumber interests in the South.

The blood of two nations is blended in his veins—that of the proud, keen Spaniard on his father's side, and on his mother's the energy and constructive imagination of the Irish. His father was Mathias Amorous, of Barcelona, Spain; his mother a direct descendant of the renowned McDonald family, whose names are illustrious in the history of Ireland. Mathias Amorous was captain of a merchantman that made frequent voyages to America. On one of these trips he touched at Savannah, Georgia, and while there met Miss Sawney McDonald, whose parents had settled in Georgia some years before. There followed a brief courtship and a happy marriage. Shortly afterward the young husband closed out his business in Spain and settled in the adopted land of his wife.

Their first child, Martin Ford Amorous, was born October 23, 1858. Scarcely had he passed his fourth year when his father died, leaving him and his mother in moderate circumstances. Young Martin attended the public and private schools of Savannah until the age of seventeen, when he found

it necessary to begin work for his own and his mother's support. During the school days of his youth the boy's unusual alertness in his studies attracted the notice of J. H. Grimsley, a lumberman of Eastman, Georgia, and when Martin was casting about for employment it was but natural that he should find it with his old friend, Mr. Grimsley. Whatever there was to be done about a sawmill he did. He rolled logs, drove a log team, shoveled sawdust, had charge of the commissary and familiarized himself with every detail of the industry. When Anthony Murphey, proprietor of a large retail lumber yard and planing mill in Atlanta, needed a confidential clerk he engaged Martin Amorous, the young man remaining with Mr. Murphey for five years.

In 1882 he entered the lumber brokerage business, acting as sales agent for a number of sawmills. It was at that time, when he was only twenty-four years old, that he conceived the idea of shipping yellow pine to the West. To this idea and to his subsequent efforts, the great line of trade now open to southern lumbermen is primarily due.

Pursuant to this plan, which had grown with the years, Mr. Amorous in 1885 organized the Atlanta Lumber Company, interesting in its stock several owners of large sawmills and inducing them to erect dry kilns and planing mills for the purpose of preparing boards for sale in the West. From the outset the Atlanta Lumber Company was a success. Shortly after that he acquired an interest in several sawmills, the entire output of which he handled. Among them were the Amoskeag Lumber Company, that being the first, and later on, the merged interests of the Amoskeag company and the Pinopolis Saw Mill Company, of Colquitt County, Georgia. Of that firm Mr. Amorous was made the active manager and afterwards its president. In May, 1902, the stockholders sold out their business and Mr. Amorous himself, having an ample income, retired to the quietude of home life.

The talents of so able a manager, however, were not to remain passive. Just seven months after his retirement he was

induced to reënter the business as president of the Union-Pinopolis Saw Mills, a company which was a combination of four independent enterprises. In addition to his connection with that company, Mr. Amorous is interested in the Aripeka Saw Mills, of Fivay, Florida, which company was organized by himself, H. M. Atkinson and P. S. Arkwright, all capitalists of Atlanta. This concern owns over 250,000 acres of timber land in Hernando, Pasco and Hillsboro counties, on the west coast of Florida, and also possesses considerable property in railroads and sawmills.

Mr. Amorous has found time to take an active part in his city's political life. During 1888 and 1889, and also 1903 and 1904, he was a member of the Atlanta City Council. During his first term he was the youngest councilman whom the people of Atlanta had ever chosen up to that time to look after their interests. As a councilman, Mr. Amorous promoted the first electric light company in Atlanta, and was also the author of the saloon regulations which fixed the liquor license at \$1,000 and made ten o'clock the hour for closing saloons. In 1888 he was made chairman of the police committee of the council, in which capacity he pushed to successful conclusion an ordinance circumscribing the city's liquor limits. His work in this particular attracted widespread attention and was the subject of a most complimentary review by Mayor Hewitt, of New York City.

In November, 1904, during his second term as a councilman, Mr. Amorous acted as arbitrator between the Atlantic Freight Bureau and the railroads that enter Atlanta, between which a bitter dispute had arisen over a question of freight rates. In a short time he had brought the two to an understanding and good feeling was restored. For this service the city council presented him with resolutions of thanks inscribed on parchment.

The purchase of 185 acres in north Atlanta, which has since been formed into Piedmont Park, handsome exposition grounds, was largely the work of Martin F. Amorous, who,

with other citizens of Atlanta, furnished \$98,000, purchased the land and relied upon the city for repayment. As president of the Atlanta Street Railway Company, until its consolidation with competing lines into the Georgia Railway & Electric Company, Martin Amorous made a record of one of the most satisfactory administrations, both to the company and to the public, that has ever been known.

If diligence may be called the keynote of Mr. Amorous' business life and enterprise that of his civic career, broad sympathy and congeniality are the terms which describe his social side. He is a member of the Capital City Club, the Piedmont Driving Club, the Atlanta Athletic Club and the Transportation Club. He is on the official staff of Governor Joseph M. Terrell with the title of "Colonel." No man in the State has a warmer handshake or a wider acquaintance.

Mr. Amorous married in November, 1887, in his thirtieth year, Miss Emma Kate Williams, of Montgomery, Alabama. Of this marriage seven children were born—Clinton, sixteen years old; Emma Kape, thirteen; Martin Amorous, Junior, nine; Isabel, eight; Roselyn, six; Janice, four, and William, two. The death of Mrs. Amorous in the early spring of 1906 has been the deepest sorrow of the husband's life. Their devotion was a perpetual romance.

When viewed as an entirety, the life of Martin Amorous is singularly broad and composite. With all his devotion to duty, he has a keen, even hearty zest for life itself and appears to enjoy every hour of existence. He is active in business, cordial among his friends and eager for the upbuilding of his city and the South.



effort



WILLIAM B. STILLWELL

William B. Stillwell

A lumberman of note, a prince of good fellows and, above all, a man among men—neither spoiled by the smiles nor dismayed by the frowns of the fickle Goddess of Fortune, the subject of this sketch stands today a forceful factor in the lumber trade, the delight of a host of friends and a worthy exponent of American manhood.

Nicholas Stillwell, the first of the name to land in America, brought to the aid of the infant colonies an iron will and mighty arm, and his descendants, settling North, South, East and West, have won enviable distinction in the pursuits of peace as well as in the arts of war—many today occupying prominent positions in the army, in the national guard and in the great enterprises and industries of the country. In direct line of descent from Nicholas and from his grandson, Major Thomas Stillwell, and his great grandson, John Stillwell, who won distinction during the Revolution, came Charles H. Stillwell, who, in addition to the spirit of his forefathers, was fortunate enough to inherit from his mother, a Huguenot of the South Carolina Colony, the spirit which animated the French martyrs.

To him, though always beset by difficulties and adversity and though twice made a cripple—the last time for life—the State of Georgia is indebted for nine sons and one daughter, who have worthily illustrated in their various vocations the indomitable energy, peerless courage and Christian faith which characterized their sire.

William, one of the sons thus endowed, though starting without a dollar amid the confusion which follows in the wake of civil strife, has won both means and position, even in a business which requires as much capital and individual effort for its successful prosecution as does the lumber trade.

He was born in Rome, Georgia, March 11, 1851, and his name is not quite half way down the official register of family births which must have overflowed the record pages in the old family Bible, for there were sixteen children. At the close of the Civil War ten of these were still living—nine boys and one girl—four boys older than William having seen service under the Confederate flag.

The family, which during the war had "refugeed" pretty much all over the State, moved back to Rome at the close of the war, and William got his first experience in sawmill operations in an upright saw water mill operated by his father, whom he assisted as yardman and general utility man. In February, 1866, he entered the employ of Millen & Wadley, at Savannah, Georgia, which afterward became Millen, Wadley & Co., by the admission of D. C. Bacon as junior partner.

In 1876 Messrs. Bacon and Stillwell formed the firm of D. C. Bacon & Co., H. P. Smart being afterward admitted to the firm. The firm formed and operated a number of other companies, including the Vale Royal Manufacturing Company, the Atlanta Lumber Company, Central Georgia Lumber Company, Screven County Lumber Company, and Amoskeag Lumber Company, Mr. Stillwell being for several years president of the last named company, as well as an officer in all of the others.

While with this firm Mr. Stillwell served also as director of the Savannah Board of Trade for several years, and for two years was its vice president; he was for several years a director and vice president of the Citizens' Bank, a member of the cotton exchange and a director in the Savannah Construction Company, which built the road from Columbia to Savannah, afterwards operated by the Florida Central & Peninsular Railroad, and now part of the Seaboard Air Line.

In 1887 the firm of D. C. Bacon & Co. was dissolved and the firm of Stillwell, Millen & Co. was established, with headquarters at Savannah, Georgia, and L. R. Millen & Co., of New York City, consisting of W. B. Stillwell, Loring R.

Millen and L. Johnson, and R. H. and W. R. Bewick were admitted several years later. The firm owned and operated the Screven County Lumber Company, Central Georgia Lumber Company, and Augusta Lumber Company, and built and operated the Waycross Air Line Railroad, now the Atlanta, Birmingham & Atlantic, and the Millen & Southern Railroad, now the Millen & South-western. In all these companies Mr. Stillwell held official positions and, in addition, was president of the Waycross Lumber Company. In 1895 the lumber businesses of Stillwell, Millen & Co., L. R. Millen & Co., McDonough & Co., the James K. Clarke Lumber Company, Henry P. Talmadge, and C. C. Southard were consolidated into the Southern Pine Company of Georgia, of which Mr. Stillwell became secretary and treasurer, which position he still holds. He is also director of the purchasing and shipping department.

So much for the business career, but this sketch would be incomplete without some reference to other lines in which Mr. Stillwell has been preëminent, and to the social side of his nature, as well.

In 1875 Mr. Stillwell was united in marriage with Mary Reily Royall, of the well-known Carolina family of that name. Of this union there have been born three daughters—Edith (now Mrs. W. F. Train), Mamie R. and Laleah P., and three sons—William H., Herbert L. and Walter B., who, with their mother and father, constitute an unbroken family circle.

Early in life Mr. Stillwell joined the Baptist Church, of which he has ever since been a regular attendant. He holds membership in many social and fraternal orders, among which are the Masons, Knights Templar, the Mystic Shrine, Elks and Hoo-Hoo. In military circles he is also well known, having served as an active member for twenty years in the Chatham Artillery, and being now an honorary member of that historic corps. He is also a life member of the Savannah Volunteer Guards and a pay member of the Savannah Cadets.

As early as the '70's Mr. Stillwell was a moving spirit in

organizing lumbermen on lines tending towards the preservation of their business interests and the promotion of good fellowship and social intercourse. In 1879 he was active in the formation of the Southern Lumber and Timber Association, and was its secretary when it gave to the lumber world its classification and inspection rules of 1883, which have ever since been the basis of the operation of the southeastern yellow pine and cypress trade. Later, he was a useful member and has been now for two years vice president of the Georgia Interstate Saw Mill Association, and is also a director in the Southern Lumber Manufacturers' Association.

The Material Men's Association of Georgia owed its existence largely to his efforts, and, during his incumbency as its first president, an important amendment to the lien laws of Georgia was made and is still in force. From its inception the National Lumber Manufacturers' Association, which is destined to accomplish much for the lumber trade, has been the object of his zeal and of his untiring efforts. He has been the chairman of its transportation committee and now represents the Georgia Interstate Saw Mill Association as its member on the board of governors.

It is, however, as a Hoo-Hoo that Mr. Stillwell became most widely known to the lumbermen of recent years, his zeal and untiring work for that order, together with his personal popularity, having won for him four years ago the highest position within its gift. How well he filled the office of snark of the universe contemporary criticism fully testified.

The Savannah Board of Trade has had no more devoted member than Mr. Stillwell, and testified its appreciation by electing him its president in 1906.

Through these various channels and the medium of an extensive and thriving business Mr. Stillwell is well and favorably known to the lumbermen and business communities of the entire United States. But after all, it is when, man to man, the heart's fires are focused that the true metal or the dross is most clearly revealed, and the highest tribute that can

be paid to a man—as it can to Mr. Stillwell—is to say that his life as it is known in his home, as well as to the outermost circle of individual friendship, shows but pure gold. Never too absorbed in business or so taken up by the attractions of social life as to be unmindful of the claims of a loved one or of a friend, the crown of his achievements is, and ever will be, the high place he holds in the hearts of those whose affection and regard he has won by his bright, unselfish nature.

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